

TWENTY CENTS

OCT 27 1930

OCTOBER 25, 1930

# Sales Management

The Weekly Magazine for Marketing Executives



Edward E. Shumaker

*President, RCA-Victor Company, Inc., New York City*

(See page 141)

Finding Good Salesmen  
Is a Selling Job

How Canada Dry Introduced  
a New Soft Drink



## New Orleans Has Had a Radio Show

FORTY-ONE thousand Orleanians, interested in seeing an exhibition of the newest radio equipment, obtained tickets to the Radio Show\* from New Orleans dealers and distributors and took themselves and families down to the Municipal Auditorium. Dealers and distributors tell us that a very high percentage of these were prospects of the kind that radio retailers cry for!

The Times-Picayune brought that forty-one thousand interested ones to the show, for it was another successful Times-Picayune promotion.

\*October 6-11, inclusive.

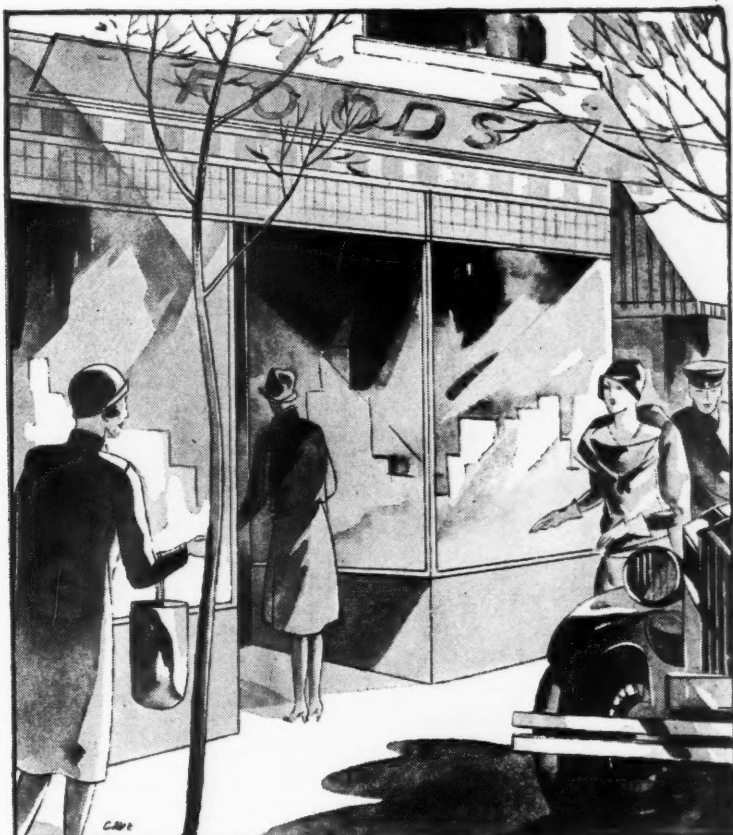
# The Times-Picayune

IN NEW ORLEANS

Representatives: Cone, Rothenburg and Noe, Inc.

Pacific Coast Representatives: R. J. Bidwell Co.

Member 100,000 Group of American Cities, Inc. Member Associated Press.



# The FOOD MARKET

is *everyman's* market

From the top to the bottom of the social register, from end to end of the financial scale, all of the market buys and consumes food. The needs of the larder know no social lines.

Newspapers which have built a reader audience for food advertising are logical media for every sales message. In Chicago The Chicago Daily News is distinctively the city's food-buying guide.

In its pages food advertisers . . . chain, independent, department stores and national distributors place a daily average of more than 20 columns of their announcements . . . by a large margin the greatest presentation of seasonal food offerings available in any Chicago newspaper.

A guide to YOUR market and YOUR medium.

## ADVERTISING REPRESENTATIVES:

### CHICAGO

Home Office  
Daily News Plaza  
Tel. Dearborn 1111

### NEW YORK

John B. Woodward, Inc.  
110 E. 42d St.  
Tel. Ashland 2770

### DETROIT

Joseph R. Scolaro  
3-241 General Motors Bldg.  
Tel. Empire 7810

### SAN FRANCISCO

C. Geo. Krogness  
303 Crocker 1st Nat'l Bank Bldg.  
Tel. Douglas 7892

### ATLANTA

A. D. Grant  
711-712 Glenn Bldg.  
Tel. Walnut 8902

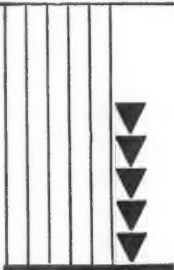
MEMBER OF THE 100,000  
GROUP OF AMERICAN CITIES

# THE CHICAGO DAILY NEWS

*Chicago's Home Newspaper*

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXIV. No. 4.





## BIGELOW, KENT, WILLARD AND CO., INC.

Consulting Engineers  
and Accountants—  
Merchandising  
Counselors

### Specialists

in the coordination of Men,  
Money, Material, Machinery  
and Management to produce  
adequate business profits.

Profits are commonly  
thought of as what remains  
after expenses are deducted.  
Profits should be the first de-  
duction—they are Capital's  
wages. For them the busi-  
ness exists. The task of  
merchandising is to first pro-  
vide for profits.

"Adequate Profits" is the  
title given to a brochure out-  
lining the scope of service  
rendered by Bigelow, Kent,  
Willard & Company, Inc.  
A copy will be sent to  
executives upon request.

park square  
building  
BOSTON




# Survey of Surveys

BY WALTER MANN

## The W. G. N.'s 1930 Book of Facts

"Concentrate for greater profits" is the  
"W. G. N.'s" magnum opus for 1930.

"The narrowing margins and the scant  
returns for a tremendous outlay in capital  
and energy are today's biggest business  
problems. Volumes of sales hold up well,  
but selling costs threaten to engulf the in-  
dividual business. (The italics are ours.)  
With production costs reduced to a mini-  
mum through science and invention, the  
manufacturer, wholesaler and retailer, in  
order to compete and yet obtain a reason-  
able profit, must attack distribution costs.

"Whether it wants to or not, business  
is being forced to recognize the penalties  
of wasteful distribution. Increasing com-  
petition is taking a heavy toll. Operating  
successfully requires a closer attention to  
the principles of modern marketing.

"Intensive cultivation of the right cus-  
tomers, putting sales effort where returns  
are commensurate, selling where the selling  
is good—these assure the greatest number  
of high-profit sales.

"To enable the manufacturer, the whole-  
saler and the retailer to achieve volume  
sales at low cost is the purpose of the Chi-  
cago Tribune and the reason for this book  
—the Book of Facts."

So speaks the preface of the 308-page  
handsomely embossed, imitation leather-  
covered "1930 Book of Facts" of the Chi-  
cago Tribune, and as we go through its  
pages we can think of nothing more appro-  
priate with which to describe this magnif-  
icent effort than the theme song from Earl  
Carroll's last "Vanities," "Bigger 'n' Better  
than Ever."

The preliminary argument for the cul-  
tivation first of the biggest and best mar-  
kets is further supplemented by four main  
premises, each of which is amplified by  
quotations from various authorities on dis-  
tribution. These premises are:

1. "Adequate advertising, correctly used,  
will increase sales, reduce selling costs, and  
maintain or increase profit.
2. "Zone marketing by restricting sales  
effort to those areas or territories which  
can be served with profit eliminates much  
of the wastes of distribution.
3. "Profitable marketing depends upon  
knowledge of the market and intelligent  
operation in it.
4. "It is a waste of money to advertise  
a product distributed through the retail and  
wholesale trade, until that trade has been  
supplied with the merchandise to take care  
of the consumer demand when created."

Since the Chicago Tribune has a success-  
ful record of eighty-three years as an ad-  
vertising medium; had (according to this  
book) promoted the "zone system of mar-  
keting" in contrast to "nation-wide selling"

\* "W.G.N." is generally known as the Chi-  
cago Tribune's slogan—World's Greatest News-  
paper. To this must be added another slogan,  
i.e., "W.G.M.", World's Greatest Market, by  
which is meant the aforementioned "Tribune  
Town."

long before even the National Distribution  
Conference advocated it, has "expended  
hundreds of thousands of dollars in study-  
ing its own market," and has developed a  
merchandising service during the past six-  
teen years that includes "expert assistance  
in the hiring of specialty salesmen, the or-  
ganization of the sales force, the instruction  
of salesmen in the use of Tribune adver-  
tising portfolios, routing of salesmen  
among the thousands of Chicago dealers,  
the checking of their sales work each day,  
the solving of problems raised by jobbers  
and retailers, and similar work." . . .  
(whew!) these premises can lead to but  
one conclusion, viz., the use of the Chicago  
Tribune is one of the most fruitful ways  
in which to cultivate the Chicago market.  
And whether one agrees with the Tribune's  
claims of the size of that market or not,  
one necessarily takes off his hat to a dis-  
tribution of circulation which makes such  
an appreciable dent in the influence of  
those parts of the five states which are  
euphoniously called "Tribune Town" by  
this great publisher.

It is the purpose of the remainder of the  
volume to support and clinch these con-  
clusions. The evidence is presented under  
five main heads: (1) Circulation—for  
which figures are given (a) for the past  
fifteen years, (b) according to Government  
statements, (c) for the city of Chicago, (d)  
its suburbs, (e) metropolitan Chicago; (2)  
"Tribune Town" (composed of 125 trad-  
ing centers, including Chicago), giving  
figures on circulation, population, income,  
production and wealth; (3) Circulation of  
the Tribune by states for the forty-eight  
United States; (4) Merchandising influence  
and service; (5) Advertising lineage. The  
volume concludes with two indexes—a  
general index and one by towns—which  
make the many facts much more quickly  
available.

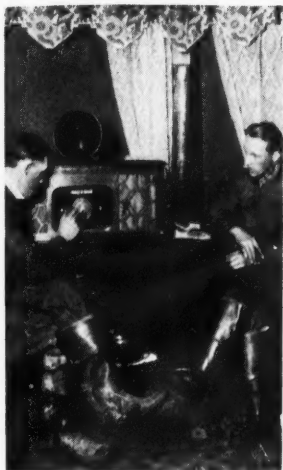
Such in brief is the "1930 Book of  
Facts" of the Chicago Tribune, a survey  
that belongs in every space buyer's files  
and which should have had its review in  
the S. O. S. column many moons back.  
Available direct from the Chicago Tribune,  
Chicago, Illinois, or from S. O. S.

While on the subject of the Tribune,  
two other of its promotion pieces should  
also receive comment. They are two Four A  
Standard Newspaper Data Forms, one for  
the Sunday Tribune, the other for the  
daily—both issued under the date of Sep-  
tember 1. Twelve pages each and prac-  
tically identical except for the arrangement  
of material, these booklets are not only  
excellent as summaries of the "1930 Book  
of Facts" (minus the opening argument for  
the cultivation first of the biggest and best  
markets) but also for the amount of in-  
dividuality which they succeed in bringing  
to the standard form. Done on coated  
paper with attractive yellow (Sunday) and  
primrose (daily) covers to differentiate the  
daily from the Sunday, they are fit file  
companions to the big volume just re-  
viewed.



# Sales Management

Publication Office:  
420 Lexington Ave.,  
New York. Phone  
Lexington 1760



E. V. WALSH, sales manager of the Timken-Detroit Company, who furnishes the leading article for this issue, has some refreshing slants on the problem of finding good salesmen. He feels that if a company knows how to sell its prestige in the industry and the opportunities it offers for good men, the problem will be greatly minimized. Read his comments on page 126.

IN next week's issue John Allen Murphy presents a most timely article on methods various firms are using to combat the buyer's strike. Some companies are getting lots of business and making money on it. Who they are and what they are doing to lick "conditions" are told in Mr. Murphy's article.

JUDGING from the volume of inquiries on the editor's desk, more and more firms are adopting sales kits and portfolios as selling tools. In this issue, on page 130, the kits used by Judson-Bradway salesmen are described and their effectiveness in closing orders is summarized.

COMING soon: an article by a sales executive of a well-known food concern that has licked, practically to a stand-still, the problem of turnover on the sales force. "Our men die or retire," this man says, "but they seldom quit." The reasons why this is true make an unusually important story for SALES MANAGEMENT readers.

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*Cover photograph by Bachrach*

RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; FREDERICK FRANKLIN, Promotion Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager, Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.

# What Readers and Advertisers Say About The Reference Number

The Markets and Media Reference Number of SALES MANAGEMENT was published September 27, 1930, as Section 2 of the issue of that date.

This acknowledges receipt of the 1930 Reference Number which I know I am going to find very useful. . . Is there any way in which I can secure copies of the Reference Numbers of the two previous years?

INTERNATIONAL CORRESPONDENCE SCHOOLS  
John C. Sweeney, Advertising Director

I have just completed a study of your new Markets and Media Reference Number and hasten to congratulate you upon the thoroughness of this book. It is extremely interesting, most valuable, and an important contribution to advertising.

THE CLEVELAND PRESS  
Francis Nye McGehee, Promotion Manager

We would like to obtain about four extra copies of the 1930 Reference Number. Our account executives use the Reference Number so much that we find one copy is not sufficient.

MOSER & COTINS, BROWN & LYON, Inc.  
C. V. Welch, Space Buyer

We received three inquiries the day following publication.

NEW ERA LETTER COMPANY

Your section 2 is a very handy and complete volume—it contains much data that is very useful to concerns having a wide distribution.

WILSON & COMPANY  
George S. Harvey, Car Route Department

Your figures on total spendable money income are very valuable to us in arriving at an index of the purchasing power of dentists. We reduce your figures to total spendable money income a dentist. In using this figure for the whole country as 100 per cent, we can figure the relative value of each county, state or territory in terms of a percentage of the figure for the country as a whole. When we multiply the number of dentists in each territory by this percentage we get a figure which we find correlates very closely with our sales. In advising graduating dentists concerning a location for setting up their practices we also find that this figure, total spendable money income per dentist, is of value.

RITTER DENTAL MANUFACTURING  
COMPANY, Inc.  
D. J. Allan, Sales Statistician

Editorial work has been started already on the eighth annual Markets and Media Reference Number, to be published next September. What goes into it will depend to a very large extent on what our readers want.

So, won't you write us—today, if possible, while it is fresh in your mind—what you liked about this year's number, the use you are making of it, what you didn't find that you want—and any other comments or suggestions that you care to make?

Just address the Reference Number Editor, SALES MANAGEMENT, 420 Lexington Avenue, New York.

Two inquiries resulting from our advertisement reached us even before the Reference Number itself was received. This is very encouraging.

NATIONAL MAP COMPANY  
F. E. Taylor, Manager Commercial  
Map Dept.

Just received copy of the Reference Number and wish to compliment you very much on this.

BEECHER-CALE-MAXWELL, Inc.  
J. A. Maxwell, Vice-President

May I offer a suggestion which I believe will still further improve your excellent reference book? . . . Many advertisers utilize free lance artists and art services from time to time. As far as I know there is not now easily available anywhere a comprehensive list of artists with their addresses, phone numbers, and the kinds of work on which they specialize.

EBERHARD FABER PENCIL COMPANY  
J. W. Desbecker, Advertising Manager

The Seventh Annual Reference Number is even better than last year's—and that is saying a lot! Already we have referred to it a number of times for information we wanted to obtain quickly. You folks are to be congratulated.

CALVIN STANFORD ADVERTISING AGENCY  
Norman Cole, Merchandising Director

There is a tremendous amount of essential data within its covers. You are to be complimented upon doing such a good job. All too often when we want statistics to support our argument it is hard to lay our hands on them. Such authorities as the Reference Number contains make our job that much easier.

THE CHICAGO TRIBUNE  
W. J. Byrnes

I've just been looking over your annual Reference Number and want to congratulate you on it. It brings together a host of data that I frequently need, for which I usually have to comb a dozen different sources. I hope that you will be able to expand the section entitled "Data on Some Leading Advertisers" in succeeding editions.

TEMPLE UNIVERSITY  
Lawrence C. Lockley, Assistant Professor  
Organization & Management, School of  
Commerce

As I started to write this letter to tell you how valuable I think the Seventh Annual Reference Number is, I found that our city editor, Mr. Eisendrath, likes it so well that he took it home to go through it at leisure. The Reference Number is going to be of considerable service to us.

THE DAILY HERALD, Biloxi-Gulfport  
W. G. Wilkes, Publisher

Your Reference Number has just come to my desk. After going over carefully the items listed on the contents page and skimming through the contents themselves, I want to congratulate you on putting out what is a real reference book for anyone interested in advertising. It is the most worthwhile accumulation of pertinent facts, figures and advertising statistics that has yet come to my notice. Your book is going to be within reach at all times and I am sure I am going to find a great number of cases where information contained in it will be very valuable to us.

PACIFIC RAILWAYS ADVERTISING COMPANY  
A. S. Pettit, Manager Sales Promotion

The year's Reference Number is wonderfully nice. It is marvellous. We can hardly understand how you can offer this in connection with your regular subscription. We can hardly tell you how to improve upon it—it is so nice and so complete.

NORMAN T. A. MUNDER & Co.  
Norman T. A. Munder

# Significant News

• • • The brisk weather of the last week or more has had a decidedly stimulating effect on retail sales, especially in food and clothing lines.

• • • Residential construction is continuing to advance in New York, which frequently forecasts similar revival in other parts of the country. The evidence is not yet imposing but it is not without significance. Full figures for October may tell a more convincing story.

• • • Wholesale prices in September were a trifle better than in August or July. The Bureau of Labor Statistics price index number, based on 550 commodities and starting at 100 for the average of 1926, was 84.2 in September compared with 84 for both the previous months. Not much, to be sure, but in the right direction.

• • • Metal and metal products were slightly off while farm products were a little higher, lower prices for grains having been offset by better prices for beef, hogs, poultry, eggs and potatoes. Food prices as a whole were up.

• • • Commodity prices remained last week at about the level they have stood on for seven weeks, the Irving Fisher index number touching 82.7 compared with 82.9 the week before.

• • • That gold supplies are not an important influence in the commodity price situation is implied in a study of gold reserves just completed by Dr. Ralph A. Young of the finance and investment division of the Department of Commerce. He finds that while gold supplies are diminishing, use of gold for monetary purposes is also falling off. In 1914, for example, only 67 per cent of the world's monetary gold was held by central banks, whereas in 1929 they held 90 per cent. Checks also are more than ever taking the place of money.

• • • A "Buy Now" campaign has been started in Philadelphia by the retail merchants' committee of the Chamber of Commerce of that city. It is to be pushed by means of newspaper advertising, public addresses, radio talks and offerings in the shops at "the lowest prices since 1913."

• • • A bright future for the tire industry in 1931 is foreseen by Samuel Woolner, chairman and president of Kelly-Springfield Tire. He bases his prediction on present low inventories, large replacement demand and an expected revival of buying of cars next year.

• • • The value of persistent advertising in bad times as well as good times is indicated by a compilation made by Professor Roland Vaile of the University of Minnesota and quoted by Paul T. Cherington of J. Walter Thompson in a recent address. Comparison is made of the sales of two groups of advertisers during 1920-1924. One group made up of fifty-eight concerns increased its advertising in 1921 when conditions were adverse. It lost 12 per cent of sales of the year before, but in 1924 was up 31 per cent over the 1920 level. The other group made up of sixty-eight concerns in similar but not identical lines decreased

its advertising in the bad year, lost 26 per cent in 1921 and its comeback in 1924 was only 5 per cent.

• • • To aid unemployed workers in their search for work President Hoover has appointed a committee of six cabinet officers reenforced by Governor Meyer of the Federal Reserve Board. If necessary this committee will be greatly expanded, and should the situation not improve within a reasonable time the whole country will be organized, as was attempted in 1921 under somewhat similar conditions.

• • • Reports for the September quarter, now coming in by scores every day, are just about as expected, with notable exceptions, especially in food lines. Cream of Wheat, for example, earned sixty-six cents a share in the September quarter compared with sixty-nine cents last year; Loose-Wiles \$2.73, compared with \$3.15; Bayuk Cigars eighty cents compared with \$2.65; Curtis Publishing \$1.31 compared with \$1.73. For nine months Westinghouse Electric earned \$4.25 compared with \$7.33.

• • • September production of automobiles in this country totaled 222,931 vehicles, practically the same as in August, but 292,986 less than September, 1929. For nine months the output was 2,927,891, compared with 4,640,823 in the same period last year.

• • • General Motors sales to domestic consumers in September were 75,805, compared with 86,426 in August and 124,723 in September, 1929. Sales to dealers in September were 69,901 compared with 76,140 in August and 127,220 in September, 1929. The decline in September over August was much less this year than last year.

• • • Cigarette production in September was not quite so large as in September, 1929, the first evidence for a long time that the pace of growth may be slackening.

• • • Lucky Strike cigarette sales in September increased 655,429,000 over corresponding sales last year, the largest monthly gain since last January's, according to an American Tobacco Company statement.

• • • Coffee supplies to this country are not likely to be interfered with by the revolution in Brazil, according to the best authorities in the trade who have direct connections with the growers. This view is based on the fact that the disturbances are wholly political and that whichever side wins, or however long the war, the country must continue to dispose of its main crop.

• • • Executives of large trade associations are complaining that too many small associations are in existence, thereby preventing results that might be achieved in Washington and elsewhere by a more solid front. The smaller ones are criticized also for rendering incomplete service and so hurting the trade association cause. Mergers are strongly recommended.

• • • Consumers Research, Inc., has grown from 1,800 members in January to 5,700 members in September, evidence, say its friends, that consumers are becoming more and more cautious. Perhaps they are as curious as ever.



# Finding Good Salesmen Is a Selling Job

The type of want-ad that promises prospective salesmen the world with a little gold fence around it will never get the kind of man who will stick and succeed, this sales manager declares. The company that wants good men can find them only if it sells itself and its opportunities with forthright intelligence.

## ATTENTION SALESMEN

The Timken-Detroit Company, division of the Timken-Detroit Axle Company, has a few open territories for good salesmen. This is a rare opportunity to become identified with one of the oldest and most successful institutions in the retail oil burner business. Despite general business conditions, Timken's sales are 53 per cent ahead of the preceding year. The proven Timken Oil Burner for any size home now sells for \$335, with convenient time payments for the user. The salesman's commissions are promptly paid upon company acceptance of each and every order. Salesmen adequately supported by sales supervisor, consistent newspaper advertising, direct mail activities and live leads. Applicants with successful sales records, between the ages of 25 and 45, can with our training earn from \$4,000 up on a commission basis with protected territory. Must be able to finance yourself for a limited time. Call or write factory branch, 176 N. LaSalle St. Ask for Mr. Harstrom.

THE above is a typical newspaper classified advertisement of the kind we have found most satisfactory in attracting the type of salesmen we wish to employ and in avoiding others whom we do not wish to employ or to be bothered with.

The columns in which our advertisement appears are invariably filled with others which promise "the opportunity of a lifetime," "big money," "salary and bonus," and "liberal drawing account" to any and everybody, with some which will consider only those who are now employed in responsible positions, some which bid for \$5,000-a-year men, and with here and there a "blind" ad of conservative tone.

Preposterous promises of fly-by-night promoters, together with exaggerated offers of otherwise reputable employers, have destroyed confidence in salesmen-wanted advertising and have been a major contributing factor in encouraging the unsettled habits of so many salesmen. Nevertheless, such advertising continues to attract an

amazing number of ne'er-do-wells who persist in seeking a Santa Claus.

Wishing to avoid being bothered with these, some prominent employers of salesmen resort to the "blind" ad and undertake to weed out the applicants by studying their letters. It is not uncommon for such an ad to bring 100 applications. About 90 per cent of these are usually eliminated by a hasty reading and the authors of the other 10 per cent or so are invited in for a personal interview. If the advertiser hires one or two of these, he probably feels that he has been successful.

When we advertise for salesmen we are prepared to employ a number of good men, who possess certain qualifications, on certain terms and under certain conditions. We will not employ those who lack the requisite qualifications and we do not care to have them apply. We don't even care to read their applications. Furthermore, we believe it is only fair to those who are seeking employment to tell them all they need know of our proposition so that they may decide whether they care for the position and whether they meet the requirements, without making a trip to our office or to write us a letter.

For these reasons we have found it most satisfactory to make our want ads as specific as possible.

We begin with the name of the company, because it is well and favorably known, and the better type of salesmen like to become identified with such a company. We tell the reader immediately who we are. He then has confidence in what we have to say, because he knows we are not

some irresponsible promoter who grossly misrepresents his proposition.

The Timken-Detroit Company is not so well known as its parent, the Timken-Detroit Axle Company, therefore we remind the reader that we are seeking men to sell oil burners, not axles, and that we are "one of the oldest and most successful institutions in the retail oil burner business."

We tell him that our business is good at present; "Timken's sales are 53 per cent ahead of the preceding year." Salesmen naturally prefer to join a company making gains.

Then we tell him about the product. It is a proven oil burner for any size home; it sells for \$335. We make it easier to sell by providing a convenient time-payment plan for the user. It is sold on a commission basis.

Good salesmen are very much interested in the support and cooperation they are likely to be given and we are proud of that we give, hence we tell them they will be "adequately supported by sales supervisor, consistent newspaper advertising, direct by mail activities and live leads."

Having stated our proposition, we come to the type of salesmen likely to be successful with us; "applicants with successful sales records, between the ages of twenty-five and forty-five."

There is and doubtless will continue to be much difference of opinion as to whether previous sales experience is necessary or desirable. We favor the experienced man because we do not think the oil burner industry is the place for an inexperienced one to make a beginning. The novice can do better in any one of many other lines. Circumstances alter cases, however, and if an applicant who has had no previous sales experience makes an exceptionally favorable impression on us we may give him a trial. We already have found a lawyer, a preacher, a school teacher, a bookkeeper, an employment manager, a stockroom checker, a postoffice clerk, and numerous retail store clerks quite successful salesmen after acquiring some training.

## BY E. V. WALSH

Sales Manager, The Timken-Detroit Company, Detroit

A successful salesman may occasionally be recruited from almost any line and the kind of previous experience required by sales managers in different lines is different also, but in general a salesman's experience should have been such as to prepare him for the new position and his earnings should have been somewhat less. In



Photo by Underwood &amp; Underwood

**Specific and unsensational ads bring the right type of applicant.**

other words, the new position should be in the nature of a promotion.

Those whose experience has been limited to selling automobiles, real estate, magazines, radio, building supplies, heating equipment, competitive burners and inexpensive household appliances are seldom successful with us; those who have been successful in selling office appliances, life insurance, electric refrigeration, washing machines, pianos, sets of books, aluminum ware, etc., are better prospects for us.

We set the age limits at twenty-five and forty-five because those under twenty-five usually lack the necessary maturity to impress oil burner prospects favorably, while those over forty-five are likely to have had hundreds of different jobs and to be incapable of accepting training and following instructions. As usual, though, there are exceptions to the rule.

We tell the reader of our ad that

if he has the qualifications we have named, with our training he can earn from \$4,000 up on a commission basis with protected territory. As a matter of fact, the average remuneration of our established salesmen is about \$5,400 a year, but we prefer to understate the facts rather than overstate them.

I believe the most serious mistake made by advertisers for salesmen is in seeking men of large earning capacity. We would rather hire a man who has been making \$3,500 to \$4,000 than one who has been making \$5,000 or more. The latter is too apt to be conceited, too independent, and too quick to become discouraged. Even if he is a \$5,000-a-year man, it is unlikely that he can step out with a new line and start earning at that rate immediately, and when he has failed to reach that rate after a few months he will probably quit.

On the other hand, the salesman

who has been earning \$4,000 or less finds that he can do about that well the first year with us, he learns that our established salesmen earn about \$5,400 and that a few stars earn as much as \$12,000, and he is encouraged, instead of being discouraged.

One other important fact we tell the reader of our ad: "Must be able to finance yourself for a limited time." Ours is strictly a commission proposition, with no advances and no drawing account. Commissions are paid promptly, but one must make a sale before one is entitled to any commission, and one doesn't often sell an oil burner the first day or even the first week.

Such advertising as this usually brings us a satisfactory number of applicants and a higher than average percentage of them are acceptable, because the undesirables are not likely to apply after reading it.

(Continued on page 154)



# Salvation the Textile Industry Has Found in Direct Selling

BY BERTRAND R. CANFIELD

*Babson Institute, Boston*

Direct selling is not here being set up as a panacea for all the myriad problems the textile industry is facing. However, the results accomplished by certain sections of the industry (those manufacturing branded, consumer products) through a policy of direct sales control are of particular consequence.



*Cannon Mills has found it easier to interpret style demands in selling its goods direct and its line has expanded through style keying, which has added many new items.*

*Photo by McManus Studios*

**W**HEN our second largest industry, with an annual output of nearly \$7,000,000,000, which has always entrusted its selling to others, shoulders its own selling burden, the movement is full of significance. Overthrowing long-established selling methods, an increasing number of manufacturers of finished textiles are selling their products direct to the retailer, eliminating the selling agent, who has been largely responsible for the sale of finished textiles for many years.

Such a revolutionary change in the marketing method of the textile industry may be prophetic of similar changes in other industries which have heretofore lacked interest in marketing and have been chiefly concerned with production.

The decided trend toward direct selling in the textile industry is indicative of the sales awakening which is taking place not only in the textiles, but in other industries which have been production-minded and controlled, and are now coming to the realization that marketing and not production is their paramount problem.

## Reorganized Selling

The post-war depression found the textile industry, like many others, over-equipped and facing a declining demand. Then began severe price wars, the result of overproduction, with a battle for buyers and tremendous losses to the sellers.

Now the textile industry, like many other industries, is beginning to lift its products out of a price rut by taking responsibility for them until the consumer's needs are satisfied. The direct sale of its finished product to retailers is the textile industry's first step in establishing contact with the consumer.

What has led textile manufacturers to take this revolutionary step? The principal reasons given by textile manufacturers for selling direct are: lower selling costs, better service, concentration and contact with consumption.

The Nashua Manufacturing Company, maker of blankets, napped goods and fast-color fabrics, one of the largest and most conspicuous tex-



tile manufacturers to enter the direct selling field recently, has opened its own New York sales office to sell direct to retailers through its own salesmen this fall. According to A. W. Hunneywell, his company's reasons for adopting a direct selling policy and for eliminating the selling agent, who has served it for years, are better service, lower selling cost and increased selling efficiency.

"The directors feel that the company could do better employing its own sales force instead of selling through a commission house, for direct representation on the part of the salesmen to sell Nashua products and Nashua products only would result in quicker and closer service to the customer and better sales efforts to the mill," Mr. Hunneywell said.

"The directors also feel that for a mill with gross sales of \$12,000,000 the manufacturer's own sales force would be no more expensive than a commission house and might be even less expensive.

"Customers prefer dealing directly with a manufacturer to dealing through any intermediary, such as a commission house."

#### Increases Sales Volume

Another outstanding manufacturer who has recently adopted a policy of direct selling eliminating its selling agent is the Wamsutta Mills, of New Bedford, Massachusetts, nationally known makers of sheets and pillow cases. C. F. Broughton, treasurer and general manager, said: "Our principal reason for changing to the direct selling method was to increase our sales volume materially. As we started direct selling on July 1, we are, of course, unable to estimate the advantages which a direct selling policy makes possible."

The Cannon Mills, well-known manufacturers of towels, also sell their product direct to the retail trade. Fredric A. Williams, treasurer, says of the direct sales method: "All manufacturers should sell their own goods if their volume is sufficient to maintain a staff large enough to cover the necessary markets. There are only a few large textile manufacturers now operating through commission houses and the number is diminishing all the time. There are perhaps some relatively large manufacturers who are selling through commission houses for no better reason than that this was almost the universal method some years ago. It should hardly be necessary to point out the advantages of a manufacturer selling his own goods provided his production is sufficient to



*Direct contact with dealers has led Pepperell to show them how to display and push their goods properly.*

maintain an efficient sales organization."

In the direct sale of woolen textiles, the American Woolen Company is an outstanding example. Moses Pendleton, general manager, declared, "The reason textile mills are turning to direct selling is that commission agents have not been generally interested in the mills making a profit. Furthermore, larger mills can usually sell more economically direct than through selling agents."

A growing number of progressive southern textile mills market their finished product direct to retailers. The Bibb Manufacturing Company, Macon, Georgia, has sold its product for several decades through its own sales organization. W. D. Anderson, Jr., vice-president, said: "Our experience in marketing our entire product through our own salaried salesmen making direct contacts with our customers has been so satisfactory that we would not consider any other method of merchandising our goods."

The Callaway Mills, LaGrange, Georgia, whose president, Cason J. Callaway, is an enthusiastic exponent of direct selling, is another successful southern textile mill which sells its products direct in a hundred different markets. In a recent interview Mr. Callaway stated: "The only cotton manufacturers who have been showing a satisfactory expansion and substantial profits since the War are those who have taken marketing upon themselves and found therein an opportunity."

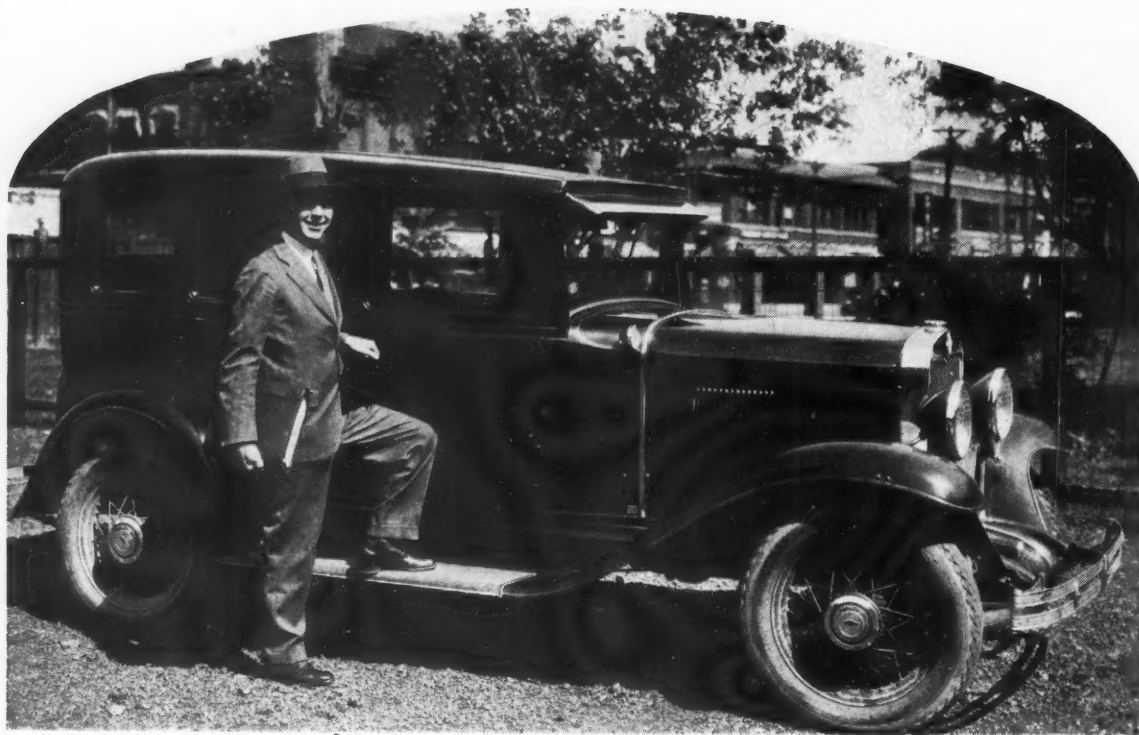
Another leading southern cotton manufacturer who sells his finished product direct to retailers without the aid of commission houses said: "There is no doubt that many commission houses have failed to conform their methods to modern requirements and

in these days of severe competition this failure creates a complicated problem. There are many who feel that a more intelligent cooperation throughout the textile industry could be had if it were not for the influence of some of the commission houses. There is a decided trend on the part of mills either to sell their product direct or on some cooperative plan. The advantage to a large mill in selling direct is obvious, not only from the standpoint of economy, but also in keeping in closer touch with the trade, which brings it nearer to the consumer and enables it better to interpret the demand."

Among other well-known manufacturers in the textile field selling direct to the retailer are the Pepperell Manufacturing Company, Lowell; the Pacific Mills, Lawrence; Bacon Manufacturing Company, New Bedford; Hamilton Woolen Company, Southbridge, Massachusetts, and the Chatham Manufacturing Company, all of which formerly sold through selling agents, now operate their own sales organizations. Two well-known New Bedford mills, the Gosnold and Whitman, which formerly sold through selling agents, have made direct selling arrangements within the past year. The Manville-Jenckes Company, a large textile manufacturing organization, recently made arrangements for a sales department of its own. And other less prominent textile manufacturers have forsaken the selling agent for their own sales organization.

On the other hand, what has the selling agent or commission house which has represented the textile manufacturer for many years to say about this trend toward the elimination of the agent and change in distribution methods.

*(Continued on page 148)*



*The sales kits of Judson Bradway salesmen are as much a part of the equipment of their cars as tool boxes.*

# These Sales Kits Saved Many a Slipping Order

BY D. G. BAIRD

A SUITABLE sales kit is the salesman's Bible, his encyclopaedia, his tool chest, his siege gun, his display window, and all other figurative items of indispensable equipment one can think of, according to Judson Bradway, president of the Judson Bradway Company, Detroit realtors, whose salesmen have won the award given for the best sales kit by the National Association of Real Estate Boards at each of the last three annual conventions.

"Something more than conversation is absolutely essential to win and hold a prospect's favorable attention these days," Mr. Bradway said. "For that matter, I never have been able to understand why salesmen depend so greatly on an oral presentation, when it has long been known that a visual presentation is far more interesting, instructive and lasting. A single picture or even a rough sketch will tell a prospect more at a glance than a salesman could convey to him in any number of words.

"Prospects habitually 'aren't inter-

Like the tail of Mary's lamb, wherever a Judson Bradway salesman goes, there also goes his sales kit. Representatives for this concern have found their individually made kits the one most indispensable tool in closing sales. What these kits contain, how they are made up by the salesmen and how they are used is explained here by the company's president.

ested' when approached by a salesman. They soon become interested, however, if for no other reason than the urge of curiosity, when a salesman says, 'I have something interesting to show you,' and opens an attractive sales kit at an exhibit in which he has learned beforehand the prospect is likely to be interested.

"That is one of the chief purposes of using a sales kit—to inform the prospect. Another is to inform the salesman himself.

"No matter how thoroughly salesmen are trained, they can't remember

everything and they can't use all they remember. They often have difficulty in grasping the very fundamentals of the business. The necessity of preparing a sales kit forces them to gather essential information themselves, and handling the kit day after day impresses it upon their minds.

"The impression has got abroad that we furnish sales kits. We do not. Our sales managers supervise the compilation of the kits, but each salesman builds his own. If we furnished ready-made kits, much of their value would be lost, because the salesmen



would not get the benefit of preparing them and they wouldn't know how to use them as well as they do the ones they compile themselves.

"You ask why our salesmen have been successful in winning the national award for the best sales kit three years in succession. I would say that is because they have been using practical sales kits for many years. They know from long experience just what a sales kit should contain, how it should be arranged, and how it should be presented. Consequently, when they decided to compete for the national award, all they had to do was 'dollar up' their material a little and submit it.

"During all the twenty-seven years we have been in business, our salesmen have carried sales kits of one kind or another. You know, the majority of real estate salesmen carry nothing other than a few dog-eared plats and perhaps a few statistics on the back of an envelope, but we have always insisted that our salesmen be equipped with all the sales helps available. For many years they carried these in brief cases. Then, as our business grew and the salesmen continued to accumulate material for their kits, they needed a portfolio that would keep the material neater and render it more readily accessible, so they at first adopted ordinary loose-leaf, ring binders.

"In 1928 the National Association of Real Estate Boards sent out a letter to all members, urging us to have our salesmen submit their sales kits at the

annual convention, at which an award for the best kit would be given. J. Wallace Bradley, one of our salesmen, had a very complete kit and I suggested that he enter the contest. He won the award and that encouraged other salesmen to improve their kits, with the result that Alfred J. Towne and John H. Stine, both of this firm, won the awards in 1929 and 1930, respectively."

All three of these salesmen are in the subdivision department, of which H. S. O'Brien is general sales manager. Mr. O'Brien has done enough selling himself to have worn out two brief cases and given a portfolio much hard usage.

"All sales kits contain the same 'primary' material," he said, "but no two contain exactly the same 'secondary' material. By primary material I mean exhibits essential to every sales kit, such as plats, photographs, building and use agreements, prices, sample contracts, and offer-to-purchase blanks. Secondary material includes location maps, environment, country clubs, schools, residences, and a wide variety of miscellaneous exhibits. It is up to each salesman to include in his kit a comprehensive assortment of secondary material, and no two salesmen will assemble exactly the same things. This is true for the same reason that no two salesmen use exactly the same sales talk or follow exactly the same routine in selling."

While the actual contents are constantly changing, because of sales, improvements and changing conditions,

the arrangement of the three prize-winning sales kits, and of those used by other Judson Bradway salesmen, was much the same, the chief differences being in binders and minor refinements. The material in each kit is indexed under the headings of: location maps, environment, country clubs, schools, residences, restrictions, miscellaneous, plats, prices, sample contracts, and offer-to-purchase blanks. Photographs and other exhibits have a prominent place under most of these headings.

The 1928 kit was encased in a limp-leather, ring binder to which a flap had been sewn to protect the edges of the pages. It had no pockets in which to carry extra plats, maps, etc., to give the prospect. A more serious objection was that when it was well filled the rings were likely to spring and spill the contents.

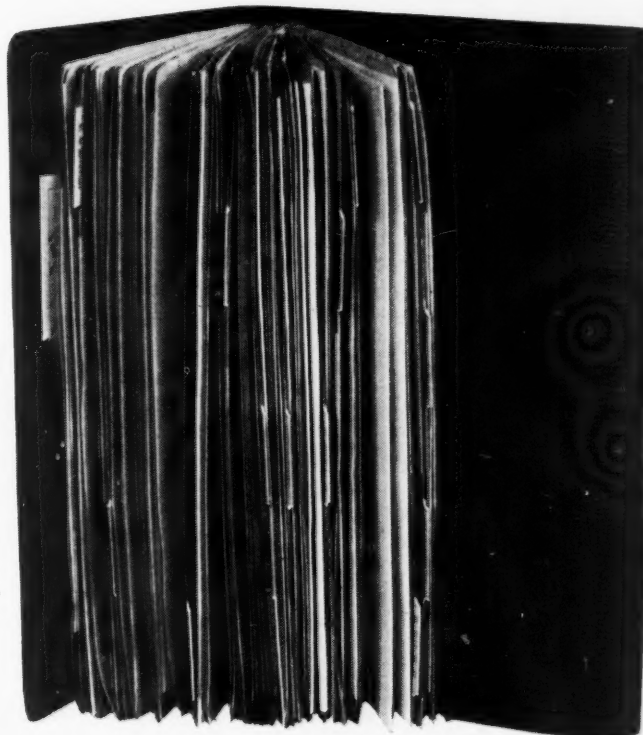
In 1929 Mr. Towne chose a stiff-leather, post binder with overlapping flap which fastened by means of concealed buttons. There was a bellows pocket in front and another in the back; also a small pocket for sales slips and notation paper. His captions and indexes were typed and the indexes were on both sides of the tabs, for convenience in turning either forward or backward to a given section. He used larger photographs.

Mr. Stine this year won with a very similar kit, the chief difference being that his pages are held in place in the binder with individual steel wires, permitting the removal of any given

(Continued on page 150)



*With simple, but practical, sales kits, Judson Bradway has won the National Real Estate Board cup for three successive years.*





# A Swanky Container that Broke a Competitive Market

BY JAMES TRUE

When Canada Dry created a new soft drink called "Sparkling Orange," they made a special series of experiments to find a unique bottle which would have high attention value and special sales appeal. Here's the bottle—and the story of how it won immediate distribution against stiff competition.

**T**HE sales-creating power of a highly attractive and suggestive package has been well demonstrated recently by the introduction of a new product by Canada Dry Ginger Ale, Inc. Although the product, Canada Dry's Sparkling Orange, entered a highly competitive field, the principal selling problem has been to supply the demand. More than 2,000 wholesale distributors and tens of thousands of retailers bought the new drink on first call, and there is no doubt that the beautiful and appropriate appearance of the bottle had much to do with the prompt and general acceptance of the product, because in most instances the orders were procured without sampling.

The new orange drink had not been advertised. It came as a surprise to most of the trade, and almost without exception, distributors' buyers examined the bottle in silence for a few moments and then questioned the salesmen on when deliveries could be made and in what quantities.

Not long ago, in the New York offices of Canada Dry, an official of the company explained that the new package, like the orange beverage, was the result of painstaking experimentation. For about two years chemists worked to produce an orange drink of a quality that would deserve the place in its field that Canada Dry has won among ginger ales. Early this year, when a drink of the desired flavor and quality was at last procured, the problem of the package was considered by officials for several months and finally solved with the cooperation of label specialists and designers of three bottle manufacturers.

The final result is a bottle of light orange color with a slightly rough surface which simulates the texture of the fruit. The glass is brightened by

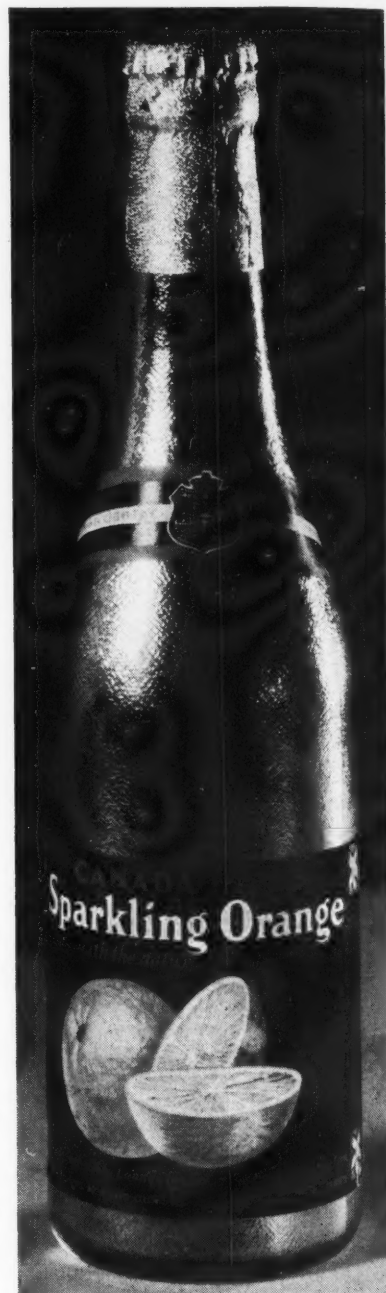
an iridescent effect, and the bottle is labeled in black and orange.

As the official further explained, the desire of the company was to produce a beautiful package that would indicate or suggest the characteristics of the contents in every possible way. It was a simple matter to manufacture a bottle with a surface that would fairly imitate the skin of an orange; but the effect, while unusual, was dull and not particularly attractive. It was only after a study of antique Bohemian art glassware and experimenting in the production of hundreds of bottles that the iridescent effect was secured. And undoubtedly this effect is responsible for the charm of the bottle, for it adds brightness and life to the color of the glass and suggests sparkling sunlight.

The cost of the package is slightly more than that of the emerald green bottle used for Canada Dry Ginger Ale; but the company considers the extra expense in the nature of an excellent investment. The prompt acceptance of the new product, largely due to the package, has reduced the expected distribution cost, and present indications are that the package is as popular with the public as it is with the trade. Another advantage is the large number of unsolicited displays given the product by retailers in all parts of the country. The impulse of every dealer, it seems, is to place the new package in his window and display it generously in his store.

In several ways the experience demonstrates how a new product should be packaged. It proves the value of artistic beauty in packaging, of suggestiveness, color harmony and individuality.

In designing a new package a majority of manufacturers follow the rule they employ in adopting new business



*The new Sparkling Orange has a bottle the color and texture of an orange.*

methods, and frequently imitate the appearance of established products. But if it is a good rule to imitate business methods, countless experiences demonstrate the fact that the creation of a new package should be an exception to the rule. The green  
(Continued on page 150)

The Kroehler Mfg. Co.  
presents—

# Hidden Qualities

Jam Handy  
Picture

## Getting Under the Surface

When the Kroehler Manufacturing Company decided to show furniture dealers a clear picture of unseen values resulting from large volume production, they engaged expert service to help them present their ideas.

Under Kroehler supervision, the right motion picture for the purpose was planned and produced on schedule.

The completed picture is being shown by Kroehler salesmen to dealers and their retail salesmen throughout the country.

Motion pictures of the right kind offer the clearest, quickest way to make effective impressions that carry conviction and supply proof. Jam Handy Picture Service is organized to produce pictures that get under the surface to show real qualities of product and make strong impressions of good ideas.

Fifteen years of successful experience has developed a skilled staff of over a hundred and fifty persons highly specialized in making industrial motion pictures, sound pictures and lighted still pictures for sales education and service instruction.

On the technical side, Jam Handy Picture Service has the largest studios and laboratories in the world devoted exclusively to the production of commercial pictures and is producing on a scale that gives you the benefit of big volume economies.

*Every picture we have ever made has helped to accomplish the buyer's purpose.*

## Jam Handy Picture Service

Jamison Handy, President

6227 Broadway, Chicago

NEW YORK, CHANIN BLDG. — DAYTON, REIBOLD BLDG. — CLEVELAND, HANNA BLDG. — DETROIT, GENERAL MOTORS BLDG. REGIONAL SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE UNITED STATES. STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SOUND PICTURES — SLIDEFILMS

# Three Ways We Stepped Up Returns on Direct Mail



Earl Lines

Kelvinator's direct mail reveals important points, which manufacturers in any line can employ profitably:

1. The prospect's problem is used for the approach.
2. Pieces are individualized to classes of prospects.
3. Campaigns are synchronized with the salesman's calls.
4. Each campaign is promoted aggressively as a unit to dealers.

**D**URING the first half of 1930 Kelvinator dealers ordered 50 per cent more commercial direct mail than in the whole of 1929, and there is no doubt that this increased use of direct mail advertising has been a highly important factor in holding up Kelvinator commercial sales during a period when prospects have been probably less inclined to buy.

This greatly increased use has been due chiefly to three reasons: We furnished them better material, told them how to use it to the best advantage, and we sold it more aggressively.

Kelvinator has been providing direct mail material, both commercial and domestic, for many years, and it has long been customary to make at least a nominal charge for the campaigns. The difference this year is that the campaigns are better planned, better prepared, and more comprehensive than before.

Kelvinator dealers ordered 50 per cent more direct mail material during the first half of 1930 than they did during the entire year of 1929. How the company changed the appeal of the direct advertising to fit different groups of buyers and changed methods for selling it to achieve this record is told here.

BY EARL LINES

*Director of Advertising, Kelvinator Sales Corporation, Detroit*

In previous years, we started right in to sell Kelvinator in our direct mail pieces; this year, we begin with the prospect's problems, then show him how Kelvinator will solve them.

Last year, for the first time, we individualized our commercial campaign by preparing certain pieces especially for certain classes of commercial prospects; this year, we have carried the same plan farther and have made a more definite and more effective appeal to each of several groups.

Certain refrigeration problems are common to all classes of commercial prospects, however, hence instead of individualizing each campaign entirely, we direct two general pieces to all groups and follow these up with two individualized pieces to each of the four classes constituting a majority of prospects for commercial refrigeration: meat markets, general food stores, florists, and restaurants, hotels and clubs.

Six of the ten pieces are lithographed in full color; the other four are printed in two colors. The lithographed pieces are self-mailer folders; the printed ones are booklets to be left with the prospect by the salesman when he calls the first time.

There is nothing about the outward appearance of either of the two general pieces to indicate its contents. The title of the first piece is "Worthy of your consideration," and the cover decorations are of a general character.

Opening the folder, the prospect's attention is first attracted by the figure of a business man—any business man—gazing pensively out his window at a store across the street. Opposite the cut is the admonition, "Don't let your competitor lead the way."

The copy points out that modern merchandising demands modern methods, that successful merchants in all lines are turning to reliable electric refrigeration, and that the prospect must modernize his business if he expects to satisfy his trade. The application is then made that Kelvinator solves all refrigeration problems and that it soon pays for itself in savings it effects. The principal classes of commercial prospects are referred to in several places, thus bringing the message home to the reader, no matter to which class he belongs. For example: "Whatever your refrigeration problems are—the storage of meat, vegetables, fruits, dairy products, ice cream, flowers, or anything perishable—there is a specially designed Kelvinator unit to care for your needs." The inside pages of the folder are devoted to cuts and copy descriptive of Kelvinator units.

The second general piece is entitled "Business Prestige" and lists numerous reasons Kelvinator adds to a merchant's prestige. The inside pages of this folder are illustrated with numerous actual photographs of Kelvinator-equipped stores in several different lines, the photographs being reproduced in blue gravure.

The individualized folder for meat markets bears the cryptic title, "It's a Fact." Opening the piece, the prospect reads on, "That waste takes your profits." The purpose is, of course, to point out that Kelvinator eliminates waste due to spoilage and helps make sales by keeping meats always fresh. This piece is also illustrated by reproduced photographs of typical stores that have installed Kelvinator.

*(Continued on page 151)*



# The NEW YORK AMERICAN

IS THE ONLY STANDARD  
SIZED NEW YORK  
MORNING PAPER  
THAT MADE A GAIN  
IN CIRCULATION  
DURING THE SIX  
MONTHS ENDING  
SEPTEMBER 30<sup>TH</sup>  
COMPARED WITH THE  
SAME PERIOD 1929

An increase of **2,834** Copies Daily

# Bigelow-Sanford Promotes Dealer Style Service in Fall Campaign

BY HERBERT KERKOW

IN its fall magazine advertising campaign, Bigelow-Sanford Carpet Company, Inc., New York, sells dealers to the consumer as a source of decorative help as well as purveyors of well-styled rugs and carpets. This color campaign, in ten magazines appraises, the consumer of the four factors—design, color, ensemble and periodism which make for artistic rug selection. This campaign also explains that a knowledge of these decorative factors is included in the training of the Bigelow-Sanford dealer.

The merchandising idea of this campaign is a culmination of a Bigelow-Sanford plan which has been underway for three years according to T. E. Waters, sales promotion manager. One by one, as each factor became important in the style trend, Bigelow-Sanford has advertised them to the consumer and dealer. Thus, today, the woman buyer selects a rug not only for its quality and price but rather as a decoration. Today, if the rug or carpet is correct it must fit into an ensemble, follow the period of the furniture, and harmonize with the draperies, upholstery and accessories.

## Educational Methods

Helping the dealer interpret these decorative trends and thereby helping him sell rugs was accomplished through a correspondence course of six units in retail salesmanship in which more than 3,000 have enrolled. This course was detailed in the July 5 issue of *SALES MANAGEMENT*. Likewise to keep the merchandise manager and store executive alive to retailing trends a merchandising survey was also prepared and issued. These two educational methods have been supplemented by two moving pictures, one showing the technology of rug and carpet making, the other illustrating correct salesmanship, a visual expression of the principles of the retail salesman's correspondence course.

Since fashion or vogue in home decoration is quickening, Bigelow-Sanford has available services which keep the dealer ready to meet fashion demands. First, its art consultant service is available to both dealer and consumer. This service gives free decorative advice. A consumer who writes for information is asked to fill

out a blank giving floor dimensions, exposure, color of walls, woodwork, upholstery, and draperies, color and kind of floor and types of furniture. From this information, experts recommend the right rug or carpet, and refer the inquirer to a local retailer.

Another help to the retailer is the bi-weekly stock and process list. This lists all merchandise and gives decorative hints in using it. For instance, for Kashmir, Bigelow-Sanford pattern No. 2512-2 are suggested on the page opposite the details, and sizes of accessories with which this item would harmonize well, such as:

## Hints on Harmony

Walls papered—delicately patterned on light tan ground;

Woodwork—Ivory with line of lacquer red to match red in rug;

Furniture—Walnut

Curtains—Ivory net

Draperies—Small-patterned chintz; ivory, coral, red etc., on blue ground (blue like ground of rug)

Upholstery—Chair seats like lacquer red of rug.

To permit the customer to visualize this decorative coordination, Bigelow-Sanford sells the retailer who cannot carry a large stock, fifty three-quarters by one yard samples of the faster moving carpets. With these samples is a display set comprising corner sections of baseboards in different wood finishing. By placing a corner section of a baseboard over a sample of the carpet, on which a small easel is standing and laying over this easel a harmonizing drapery, the home furnishing department of the department store can help the customer to visualize just how her room would look.

To coordinate these decorative helps and advise dealers on policies, advance information on trends, special announcements advertising hints, records of success in other stores, selling stunts, Bigelow-Sanford also issues a monthly newspaper.

The advertising campaign, which was inaugurated this month and which will run through December, will include full page four color advertisements in: *Women's Home Companion*,

*American Home*, *Country Life*, *Arts and Decoration*, *House Beautiful*, *House and Garden*, *Country Gentleman*, *Farmer's Wife*, *Butterick Quarterly*, *McCall Quarterly*.

Copy in the campaign explains how the retailer can help the home maker choose her rugs and carpets properly. For example, these heads appear on a few of the advertisements: "How should I choose new floor coverings?", she asked the salesman;" "I want a new rug," she said."

The campaign also includes several pieces of copy further educating the prospect on periodism, illustrated with pictures of rooms furnished in various periods.

Each advertisement carries a coupon by which the inquirer may receive the name of the nearest dealer and free literature or the booklet "Decorating Your Home," which is sold for fifty cents. This booklet tells the how and why of home decoration for the modest purse. It considers all elements of decoration not just rugs and carpets.

## Special Advertising

Retailers have available the usual matrix service for local newspaper advertising and direct mail campaigns. However, for those who want it, Bigelow-Sanford will prepare special advertising copy and layouts both for newspaper and direct mail advertising, supplementing the standard material in these two groups. The purpose of this extra service is to cover special merchandising events with copy appropriate to the occasion.

Since a share of the retailer's business comes through contract sales to hotels, architects, builders, motion picture theatres, interior decorators, a special advertising campaign is run to these groups to pave the way for the retailer's sales call. Six business papers are used.

To coordinate all the merchandising helps available and synchronize them with the retail sales training already given, Bigelow-Sanford has prepared a portfolio, "A bird's-eye view of the Bigelow-Sanford sales promotion program."

# Increase Sales?

**Use Covers That Command Attention!**



Exclusive Design — Distinctive Individuality — Zenith of Artistic Beauty; they impel attention, with added interest, to increase the sales value of any commercial book.

If your catalog or sales manual is worthy of the prestige only such covers can impart—if you want



increased sales, then without obligation, send for sample Molloy-Made Cover.

Whatever your range of price, whether it be Hot Die Embossed Paper, Flexible Mocotan, or Artificial Leather, let Molloy artists submit a cover idea.

*Commercial Covers for Every Purpose*

**THE DAVID J. MOLLOY COMPANY**

2869 North Western Avenue  
Chicago, Illinois

New York Address:  
52 Vanderbilt Avenue



# September Newspaper Lineage in Eighty-Four Cities

None of the eighty-four cities listed below showed a gain in newspaper advertising for September, 1930, as compared with the same month of last year. The 250 newspapers listed here carried 192,178,214 lines of advertising in September and 229,176,983 lines in September of 1929, or 36,998,769 less than last year, a loss of 16.15 per cent. Sixteen newspapers showed gains for September, while the remaining 235 showed losses. Figures for this compilation were obtained by this magazine, the statistical department of the New York *Evening Post* and the Advertising Record Company.

	1930	1929	Change
Akron	2,209,340	3,130,931	-921,591
Albany	1,631,726	2,098,488	-466,762
Allentown	1,509,452	1,768,592	-259,140
Altoona	942,067	989,303	-47,236
Atlanta	2,466,002	2,940,238	-474,236
Aurora	687,914	768,684	-80,770
Baltimore	3,841,862	4,191,682	-349,820
Birmingham	2,268,364	2,726,780	-458,416
Boston	4,912,702	5,660,960	-748,258
Bridgeport	1,283,638	1,497,426	-213,788
Buffalo	2,705,047	3,708,788	-1,003,741
Camden	1,540,902	1,608,232	-67,330
Charlotte	1,402,405	1,557,616	-155,211
Chattanooga	1,086,376	1,560,030	-473,654
Chicago	6,100,920	7,772,505	-1,671,585
Cincinnati	3,087,582	3,615,112	-527,530
Cleveland	3,213,392	3,919,171	-705,779
Columbus	2,611,701	3,077,923	-466,222
Dayton	2,422,210	3,040,730	-618,520
Des Moines	1,884,684	2,192,695	-308,011
De Witt	1,481,080	1,675,847	-194,767
De Witt	4,385,206	5,712,686	-1,327,480
Elizabeth	940,324	957,964	-17,640
Flint	1,029,812	1,565,760	-535,948
Fort Wayne	1,507,310	1,981,588	-474,278
Fort Worth	1,673,266	1,959,412	-286,146
Greensboro	813,685	1,075,791	-262,106
Houston	3,026,842	3,417,442	-390,600
Indianapolis	2,510,589	3,167,952	-657,363
Jackson, Mich.	957,020	1,146,193	-189,173
Janesville	429,541	455,546	-26,005
Kansas City	2,871,798	3,483,218	-611,420
Knoxville	1,182,818	1,450,602	-267,784
Lancaster	556,469	666,921	-110,452
Lansing	1,141,951	1,518,061	-376,109
Long Beach	1,444,401	1,645,140	-200,739
Los Angeles	5,258,344	6,539,848	-1,281,504
Louisville	2,532,666	2,875,483	-342,817
Memphis	2,315,257	2,575,895	-260,638
Miami	921,816	928,725	-6,909
Milwaukee	2,622,224	3,280,721	-658,497
Minneapolis	2,972,886	3,424,841	-451,955
New Bedford	888,012	1,141,140	-253,128
New Orleans	3,019,729	3,454,692	-434,963
New York	14,225,225	16,903,714	-2,678,489
Newark	1,740,565	1,751,743	-11,178
Norfolk	1,515,906	1,961,218	-445,312
Oakland	2,015,412	2,390,402	-374,990
Okla. City	4,387,600	4,866,960	-479,360
Omaha	1,657,497	1,844,584	-187,087
Paterson	1,340,834	1,712,774	-371,940
Philadelphia	5,896,309	6,879,882	-983,573
Phoenix, Ariz.	1,113,578	1,419,744	-306,166
Pittsburgh	3,877,241	4,506,078	-628,837
Portland, Ore.	2,621,304	2,996,252	-374,948
Providence	2,497,764	2,998,866	-501,102
Richmond	1,707,468	1,883,826	-176,358
Rochester	2,892,129	3,638,093	-745,964
St. Joseph, Mo.	843,710	1,026,760	-183,050
St. Louis	3,545,900	4,480,740	-934,840
St. Paul	2,396,926	2,658,166	-261,240
Salt Lake City	1,808,240	2,159,122	-350,882
San Antonio	2,465,515	3,096,990	-631,475
San Diego	2,251,486	2,840,754	-589,268
San Francisco	3,746,137	4,374,886	-628,749
Scranton	1,721,125	2,080,834	-359,709
Seattle	2,686,651	3,051,115	-364,464
South Bend	1,435,164	1,964,805	-529,641
Spokane	2,053,587	2,283,971	-230,384
Springfield, Ill.	1,129,002	1,390,886	-261,884
Springfield	1,322,776	1,645,938	-323,162
Tacoma	1,677,676	1,906,069	-228,393
Tampa	860,132	988,834	-128,702
Terre Haute	1,487,276	1,688,596	-201,320
Toledo	2,051,245	2,758,299	-707,054
Topeka	1,056,258	1,088,654	-32,396
Trenton	1,526,812	1,760,129	-233,317
Tulsa	1,799,912	2,083,947	-284,035
Utica	1,362,648	1,579,830	-217,182
Washington	4,170,201	4,515,924	-345,723
Wheeling	1,137,031	1,395,994	-258,963
Wilkes-Barre	2,194,640	2,290,316	-95,676

Wilmington	513,450	513,954	-504
Worcester	1,361,242	1,891,243	-530,001
Youngstown	1,593,508	1,978,738	-385,230
Totals	192,178,214	229,176,983	-36,998,769

AKRON			
	1930	1929	Change
Times-Press	962,680	1,485,708	-523,028
*Beacon-Journal	1,246,660	1,645,223	-398,563
Totals	2,209,340	3,130,931	-921,591

ALBANY			
	1930	1929	Change
Knickerbocker Press	526,405	700,113	-173,708
*Eve. News	584,711	672,441	-87,730
Times-Union	520,610	725,934	-205,324

Totals	1,631,726	2,098,488	-466,762
(American Weekly figures excluded from Times-Union totals.)			

ALLENTOWN, PA.			
	1930	1929	Change
Call	856,660	1,030,904	-174,244
Chronicle & News	652,792	737,688	-84,896

Totals	1,509,452	1,768,592	-259,140
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ALTOONA, PA.			
	1930	1929	Change
*Mirror	942,067	989,303	-47,236

ATLANTA			
	1930	1929	Change
Journal	1,075,354	1,340,220	-264,866
Constitution	872,704	1,050,462	-177,758
Georgian & Amer.	517,944	549,556	-31,612

Totals	2,466,002	2,940,238	-474,236
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AURORA, ILL.			
	1930	1929	Change
Beacon-News	687,914	768,684	-80,770

BALTIMORE			
	1930	1929	Change
Sun	1,171,820	1,421,253	-249,433
*Eve. Sun	1,520,413	1,406,873	+113,540
American	168,216	211,921	-43,705
*News	683,022	776,959	-93,937
*Post	298,391	374,676	-76,285

Totals	3,841,862	4,191,682	-349,820
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BIRMINGHAM			
	1930	1929	Change
Age-Herald	598,682	724,486	-125,804
News	1,179,122	1,494,864	-315,742
*Post	490,560	507,430	-16,870

Totals	2,268,364	2,726,780	-458,416
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BOSTON			
	1930	1929	Change
Herald-Trav.	1,324,596	1,533,941	-209,345
Globe	1,267,843	1,402,634	-134,791
Post	1,031,566	1,223,287	-191,721
*Record (tab.)	178,981	155,662	+23,319
Amer. & Sun. Adv.	575,865	648,639	-72,774
*Transcript	534,051	696,797	-162,746

Totals	4,912,702	5,660,960	-748,258
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BRIDGEPORT			
	1930	1929	Change
*Post-Telegram	694,854	768,241	-73,387
Sun. Post	88,449	135,788	-47,339
*Times-Star	427,901	491,110	-63,209
Sun. Herald	72,434	102,287	-29,853

Totals	1,283,638	1,497,426	-213,788
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BUFFALO			
	1930	1929	Change
Courier-Express	778,294	1,065,260	-286,966
Times	599,094	1,135,039	-535,945
*News	1,327,659	1,508,489	-180,830

Totals	2,705,047	3,708,788	-1,003,741
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CAMDEN			
	1930	1929	Change
Eve. Courier	786,510	829,373	-42,863
Morn. Post	754,392	778,859	-24,467

Totals	1,540,902	1,608,232	-67,330
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CHARLOTTE, N. C.			
	1930	1929	Change
News	666,462	749,507	-83,045
Observer	735,943	808,109	-72,166

Totals	1,402,405	1,557,616	-155,211
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CHATTANOOGA			
	1930	1929	Change
*News	540,721	723,577	-182,856
Times	545,655	836,453	-290,798

Totals	1,086,376	1,560,030	-473,654
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CHICAGO			
	1930	1929	Change
*Daily News	1,479,459	1,792,755	-313,296
Tribune	2,130,351	2,888,289	-757,938
Herald-Exan.	826,035	1,143,837	-317,802
*Post	313,530	356,118	-42,588
*American	1,017,849	1,211,682	-193,833
*Times	333,696	379,824	-46,128

Totals	6,100,920	7,772,505	-1,671,585
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CINCINNATI			
	1930	1929	Change
*Post	738,402	812,882	-74,480
*Times-Star	1,098,860	1,293,824	-194,964
Enquirer	999,096	1,214,416	-215,320
Tribune	251,224	293,990	-42,766

Totals	3,087,582	3,615,112	-527,530
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CLEVELAND			
	1930	1929	Change
Plain Dealer	1,200,301	1,493,542	-293,241
News-Leader	782,891	955,136	-172,245
*Press	1,230,200	1,470,493	-240,293

Totals	3,213,392	3,919,171	-705,779
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\* No Sunday edition.

COLUMBUS			
	1930	1929	Change
Dispatch	1,402,977	1,610,793	-207,816
Journal	417,342	539,548	-122,206
*Citizen	791,382	927,582	-136,200

Totals	2,611,701	3,077,923	-466,222
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DAYTON			
	1930	1929	Change
News	1,147,846	1,427,608	-279,762
*Herald	836,696	981,400	-144,704
Journal	437,668	631,722	-194,054

Totals	2,422,210	3,040,730	-618,520
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DENVER			
	1930	1929	Change
News	580,643	694,592	-113,949
Post	1,304,041	1,498,103	-194,062

Total	1,884,684	2,192,695	-308,011
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DES MOINES			
	1930	1929	Change
Register	662,107	801,279	-139,172
*Tribune	818,973	874,568	-55,595

Totals	1,481,080	1,675,847	-194,767
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Totals .....	1,481,080	1,675,847	-194,767
<b>DETROIT</b>			
News .....	2,173,892	2,857,638	-683,746
Times .....	964,670	1,307,488	-342,818

# For Users of Offset Papers

Some Offset Users . . . are troubled with transparency in the paper supplied on their jobs.

Other Offset Users . . . are disappointed that one side of their folders always shows up poorer than the other.

And Still Others . . . are discouraged that their printed results are dead and not as brilliant as they wished.

UNLESS you use a dull coated paper you will always be up against the first two difficulties, and in most cases, the third also.

Snow White Offset . . . is the only sheet of its kind on the market which eliminates these three common objections.

Coated with a dull finish, by a unique process which applies only the minimum amount of a special coating, it has achieved invariably a brilliant success.

Take advantage of this improvement in offset paper. Use Snow White Offset on your next difficult or fussy job.

## THE MEAD SALES COMPANY, Inc.

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111 W. Washington Street

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THE MEAD CORPORATION, CHILlicothe, OHIO

*Stocks carried in the principal cities*

MEMPHIS			
Commerc'l-App'l.	1,045,667	1,226,771	-181,104
*Eve. Appeal	662,718	694,029	-31,311
*Press-Scimitar	606,872	655,095	-48,223
Totals	2,315,257	2,575,895	-260,638

MIAMI			
Herald	585,536	500,563	+ 84,973
News	336,280	428,162	-91,882
Totals	921,816	928,725	-6,909

MILWAUKEE			
Journal	1,492,591	1,833,090	-340,499
Sentinel	383,878	588,535	-204,657
*Leader	201,246	157,696	+ 43,550
*Wis. News	544,509	701,400	-156,891
Totals	2,622,224	3,280,721	-658,497

MINNEAPOLIS			
Tribune	1,231,980	1,466,711	-234,731
Journal	1,141,969	1,354,295	-212,326
*Star	598,937	603,835	-4,898
Totals	2,972,886	3,424,841	-451,955

NEW BEDFORD, MASS.			
Times	481,694	620,305	-138,611
*Eve. Standard	336,437	413,375	-76,938
Sun. Standard	69,881	107,460	-37,579
Totals	888,012	1,141,140	-253,128

NEW ORLEANS			
Times-Picay	1,385,626	1,573,466	-187,840
Item	663,693	808,003	-144,310
States	539,139	628,101	-88,962
*Tribune	431,271	445,122	-13,851
Totals	3,019,729	3,454,692	-434,963

NEW YORK			
Times	2,457,536	3,140,788	-683,252
Herald-Tribune	1,554,125	1,951,884	-397,759
World	891,990	1,345,575	-453,585
American	878,217	1,125,619	-247,402
News	1,168,773	1,107,871	+ 60,902
Mirror	220,390	233,326	-12,936
*Sun	1,382,403	1,551,409	-169,006
*Journal	1,133,475	1,245,001	-111,526
*Eve. World	818,448	855,337	-36,889
*Post	363,782	475,460	-111,678
*Graphic	296,132	338,911	-42,779
*Telegram	503,035	531,902	-28,867
Brooklyn Eagle	1,409,611	1,640,274	-230,663
*Stan. Union	285,638	363,179	-77,541
B'klyn. Times	437,874	467,337	-29,463
Bronx Home News	423,796	529,841	-106,045
Totals	14,225,225	16,903,714	-2,678,489

NEWARK			
*Eve. News	1,740,565	1,751,742	-11,178

NORFOLK			
*Ledger-Dispatch	776,160	1,014,188	-238,028
Virginian-Pilot	739,746	947,030	-207,284
Totals	1,515,906	1,961,218	-445,312

OAKLAND			
Tribune	1,277,990	1,524,124	-246,134
*Post-Inquirer	737,422	866,278	-128,856
Totals	2,015,412	2,390,402	-374,990

OKLAHOMA CITY			
Oklahoman	1,890,560	2,251,760	-361,200
*Times	1,352,960	1,375,360	-22,400
*News	1,144,080	1,239,840	-95,760
Totals	4,387,600	4,866,960	-479,360

OMAHA			
World-Herald	1,064,854	1,192,576	-127,722
Bee-News	592,643	652,008	-59,365
Totals	1,657,497	1,844,584	-187,087

PATERSON, N. J.			
*Call	678,274	884,504	-206,230
*News	662,560	828,270	-165,710
Totals	1,340,834	1,712,774	-371,940

PHILADELPHIA			
Inquirer	1,248,615	1,710,185	-461,570
Record	776,537	689,819	+ 86,718
Ledger	920,888	1,101,995	-181,107
*Eve. Ledger	886,903	1,068,737	-181,834
*Bulletin	1,593,401	1,767,071	-173,670
*News	469,965	542,075	-72,110
Totals	5,896,309	6,879,882	-983,573

PHOENIX, ARIZ.			
Republican	791,685	953,982	-162,297
*Gazette	321,893	465,762	-143,869
Totals	1,113,578	1,419,744	-306,166

PITTSBURGH			
Press	1,847,806	2,231,796	-383,990
Sun-Telegraph	1,368,916	1,464,654	-95,738
*Post-Gazette	660,519	809,628	-149,109
Totals	3,877,241	4,506,078	-628,837

PORTLAND, ORE.			
Oregonian	907,550	1,119,104	-211,554
Journal	832,426	937,062	-104,636
*Telegram	503,174	541,366	-38,192
*News	378,154	398,720	-20,566
Totals	2,621,304	2,996,252	-374,948

PROVIDENCE			
Journal	780,991	967,924	-186,933
*Bulletin	1,257,158	1,365,889	-108,731
*Tribune	393,000	249,767	+ 249,767
Sunday Tribune	19,761	42,589	-22,828
News-Tribune	439,854	372,697	+ 67,157
Totals	2,497,764	2,998,866	-501,102

RICHMOND			
*News-Leader	938,630	993,370	-54,740
Times-Disp.	768,838	890,456	-121,618
Totals	1,707,468	1,883,826	-176,358

ROCHESTER, N. Y.			
Journal Amer.	827,389	1,056,517	-229,128
*Times-Union	992,386	1,260,976	-268,590
Dem. & Chron.	1,072,354	1,320,600	-248,246
Totals	2,892,129	3,638,093	-745,964

ST. JOSEPH, MO.			
*News-Press	538,776	610,708	-71,932
Gazette	304,934	416,052	-111,118
Totals	843,710	1,026,760	-183,050

ST. LOUIS			
Post-Dispatch	1,790,600	2,184,840	-394,240
Globe-Democr.	922,800	1,269,600	-346,800
*Star	550,800	658,500	-107,700
Times	281,700	367,800	-86,100
Totals	3,545,900	4,480,740	-934,840

ST. PAUL			
*Dispatch	881,048	895,902	-14,854
Pioneer	875,350	1,028,300	-152,950
News	640,528	733,964	-93,436
Totals	2,396,926	2,658,166	-261,240

SALT LAKE CITY			
Tribune	931,630	1,139,404	-207,774
*Deseret News	400,092	489,160	-89,068
Telegram	476,518	530,558	-54,040
Totals	1,808,240	2,159,122	-350,882

SAN ANTONIO			
Express	814,084	1,109,278	-295,194
Light	831,107	1,037,756	-206,649
*News	820,324	949,956	-129,632
Totals	2,465,515	3,096,990	-631,475

SAN DIEGO			
Union	853,071	1,136,128	-283,057
*Tribune	826,635	995,750	-169,115
*Sun	571,780	708,876	-137,096
Totals	2,251,486	2,840,754	-589,268

SAN FRANCISCO			
Chronicle	886,276	1,129,325	-243,049
Examiner	1,286,772	1,592,364	-305,592
*Call-Bulletin	795,179	968,653	-173,474
*News	777,910	684,544	+ 93,366
Totals	3,746,137	4,374,886	-628,749

SCRANTON			
*Times	910,392	1,059,723	-149,331
*Republican	468,832	588,553	-119,721
*Sun	341,901	432,558	-90,657
Totals	1,721,125	2,080,834	-359,709

SEATTLE			
Times	1,310,749	1,546,689	-235,940
Post-Intellig.	825,294	967,557	-142,263
*Star	550,608	536,869	+ 13,739
Totals	2,686,651	3,051,115	-364,464

SOUTH BEND, IND.			
Tribune	752,231	1,005,229	-252,998
News-Times	682,933	959,576	-276,643
Totals	1,435,164	1,964,805	-529,641

SPOKANE			
Spokesman-Rev.	905,981	662,331	+ 243,650
*Chron., *Press	2,053,387	2,283,971	-230,584
State Journal	501,102	639,072	-137,970
State Register	627,900	751,814	-123,914
Totals	1,129,002	1,390,886	-261,884

SPRINGFIELD, MASS.			
Repub., News	1,322,776	1,645,938	-323,162
Union	501,102	639,072	-137,970
Totals	1,823,878	2,285,010	-461,132

TACOMA			
Ledger	905,981	662,331	+ 243,650
*News-Tribune	717,803	749,008	-31,205
*Times	453,892	494,730	-40,838
Totals	1,677,676	1,906,069	-228,393

TAMPA			
Tribune	523,194	591,122	-67,928
*Times	336,938	397,712	-60,774
Totals	860,132	988,834	-128,702

TERRE HAUTE, IND.			
Tribune	624,064	703,388	-79,324
Star	459,536	633,920	-174,384
*Post	403,676	511,288	-107,612
Totals	1,487,276	1,688,596	-201,320

TOLEDO			
*News-Bee	562,153	750,647	-188,494
*Blade	968,420	1,292,430	-324,010
Times	520,672	715,222	-194,550
Totals	2,051,245	2,758,299	-707,054

TOPEKA			
Daily Capital	643,580	687,575	-43,995
State Journal	412,678	401,079	+ 11,599
Totals	1,056,258	1,088,654	-32,396

TRENTON			
*Times	688,267	778,413	-90,146
Sun. Advertiser	117,332	173,281	-55,949
State Gazette	721,213	808,435	-87,222
Totals	1,526,812	1,760,129	-233,317

TULSA			
Tribune	879,198	979,722	-100,524
World	920,714	1,104,225	-183,511
Totals	1,799,912	2,083,947	-284,035

UTICA			
*Press	501,564	583,114	-81,550
*Observer-Disp.	793,786	874,972	-81,186
Sun. Obs.-Disp.	67,298	121,744	-54,446
Totals	1,362,648	1,579,830	-217,182

WASHINGTON			
Star	2,095,404	2,378,205	-282,801
Post	658,755	798,218	-139,463
*Eve. Times	657,682	601,053	+ 56,629
Herald	485,714	490,585	-4,871
*Eve. News	272,646	247,863	+ 24,783
Totals	4,170,201	4,515,924	-345,723

WHEELING, W. VA.			
*Intelligencer	435,521	509,708	-74,



## Conference of Major Industries Would "Produce" Consumer

"Seventy per cent of the nation's industrial wealth" heard Glenn Frank, president of the University of Wisconsin, tell what was wrong with business at a dinner given by the University of Chicago and the Institute of American Meat Packers at the close of the seventh annual Conference of Major Industries in Chicago Wednesday.

"We have produced commodities. Now we must produce consumers," Dr. Frank declared. "We must shift a larger share of the income to the masses of workers. Just as we can slow up production by a deliberate policy, so can we speed up consumption by a deliberate policy."

"The planlessness of our path has brought about present conditions. We are not producing too many or too much, for beyond our borders are millions needful of the things we have." Dr. Frank called the present depression the most serious in history. He characterized the depression as worldwide, industrial as well as financial, agricultural as well as industrial.

A note of hope was heard in the addresses made by eight industrial leaders at the one-day conference preceding the dinner. Generally, they said they expected a better aspect for business during 1931.

"Stability, rather than voices of depression and prosperity, is most desired in legitimate business and to this end is needed fuller cooperation in industry and such coordination with the Government as can be helpful in accomplishing it," said R. C. Holmes, president of the Texas Company. Although the large increase in imports has had a depressing effect on the oil industry, gasoline sales for 1930 will be 5 per cent above those of 1929, Mr. Holmes said.

Radio was named as the fastest growing industry in present-day America by M. H. Aylesworth, president of the National Broadcasting Company. Advertising has been one of the most important factors in the improvement of broadcasting, he said, "Advertisers can be trusted not to overstep the bounds of propriety." Mr. Aylesworth added, in praising the present sponsored program and broadcasting system.

"Cotton and rubber prices are so low that there is no chance for inventory losses; therefore the rubber industry looks forward to a prosperous year in 1931," declared Harvey S. Firestone, Jr. "Our greatest problem today is the readjustment to modern methods

of merchandising and distribution." The unsuccessful struggle of the railroads, beset by automotive and waterway competition, to earn the 5¾ per cent rate of return set ten years ago by the Interstate Commerce Commission to establish a credit basis was outlined by W. B. Storey, president, Atchison, Topeka & Santa Fe Railway.

"Despite the decrease in retail sales, fewer merchants will suffer heavy inventory or credit losses this year than in the similar depression of 1921," declared Robert E. Wood, president of Sears, Roebuck. "Merchants, both big and little, chain and independent, show a greater knowledge of their business than they did ten years ago."

"Mass consumption must follow mass production, or our whole industrial fabric must be remodeled and our economic life completely recast," pointed out George M. Verity, chairman of the board of the American Rolling Mills Company, who reviewed the progress of the steel industry for the past twenty-five years.

Government ownership of public utilities was assailed by Matthew S. Sloan, president of the New York Edison Company. Mr. Sloan pointed out the great contribution that electricity had made to present-day civilization.

Other speakers at the conference and dinner were L. J. Taber, master of the National Grange, and Julius H. Barnes, chairman of the board, Chamber of Commerce of the United States. President Hutchins, of the University of Chicago, presided at both meetings.

## Ahrens Expands Hotel Publication Group

The Ahrens Publishing Company, New York, publishers of *Hotel Management*, *Hotel World*, *Restaurant Management* and *Institutional Jobber* have purchased the *Gebring Hotel Directory* and the *National Hotel Review*, founded in 1907 by the late Charles E. Gehring.

These publications will provide an outlet for the complete weekly coverage of hotel news in the East. *Hotel World* now provides a similar service in the West, while *Hotel Management* is a national monthly dealing in business articles exclusively.

A nation-wide newspaper and radio advertising campaign will be launched soon by the Dr. Johann Strasska's Laboratories, Inc., Los Angeles, for Dr. Strasska's tooth paste.

## Develop Desire, Urges R.C.A.-Victor Head; Wealth Unimpaired

"We as a people have not lost our desires for comfort and luxuries," Edward E. Shumaker, president of the RCA-Victor Company, Inc., pointed out in an address before the Merchants Association of New York, this week. "Our natures have not changed," Mr. Shumaker said—"only our state of mind has changed from extreme optimism to gloomy pessimism."

An indication of the extent to which the buying power of the country has become tied up in the last year, Mr. Shumaker found in the increase of \$200,000,000 in savings accounts. Commodity prices are getting lower and lower because few seem to realize the golden opportunity to purchase raw materials at attractive prices.

"The wealth of the nation has not been impaired," Mr. Shumaker continued—in fact several new industries have been born in the last year.

"It is estimated that well over \$100,000,000 was expended this year for miniature golf courses. Think of it—\$100,000,000 for a new plaything. According to newspaper reports, 20,000 people of Chicago in one day paid twenty-five cents each, or a total of \$5,000 to see an embalmed whale, and that five other groups, exhibiting embalmed whales, were making a very profitable tour of the country.

Emphasizing the importance of "doing something," Mr. Shumaker pointed to recent expansion in his own industry. "Our board elected to do otherwise, however, and we utilized the first six months of the year not in producing more radios but in enlarging and modernizing our factories and equipment so that we would be ready for the radio season this fall. We did not permit the thought that there may not be a radio season this fall to deter us. We gradually increased the 4,000 on our payroll in Camden and spent during the first six months of this year over \$29,000,000 for materials, machinery, tools, equipment and factory buildings. If one half of this sum was converted into labor, we furnished employment outside of Camden, in other industries, between January 1 and July 1 for over 15,000; and the buying power of these people furnished employment for many other thousands."

Nourishine, restorer of hair color, a product of the Nourishine Manufacturing Company, Los Angeles, is to be advertised in the newspapers of the west through Millar Advertising Company, Los Angeles.

## Zonite Products Plans \$2,250,000 Promotion Budget for Next Year

About \$2,250,000 will be spent in advertising next year by the Zonite Products Corporation, New York, Ellery W. Mann, president, told SALES MANAGEMENT this week. This figure may be slightly larger than that for 1930. The advertising of the Forhan Company, tooth paste, and A. C. Barnes Company, argyrol and ovoferin, subsidiary companies, is included. An important part of the program, Mr. Mann explained, will be an expenditure of \$750,000 for the continuation of the Evangeline Adams astrological broadcasts for Forhan's. The magazine, car card and business paper campaigns are also being continued, and spot campaigns are being run on Zonite in certain large trading centers. One of these campaigns, on the use of Zonite Antiseptic in combating catarrh, is now appearing in New York.

The Barnes advertising, Mr. Mann added, is conducted primarily for physicians, through direct mail.

"Sales of Zonite Products Corporation for September exceeded the like month of last year," he said, "and October sales to date are 15 per cent ahead of the corresponding period of 1929."

## Chevrolet Establishes New Body Division

Chevrolet Motor Company has purchased the Martin-Parry Body Corporation, for production of certain types of commercial bodies used by Chevrolet.

Included in the deal are twenty-one branches operated in various parts of the company. J. A. Jamieson, now controller of Chevrolet, will become manager of the new development, to be known as the Chevrolet Commercial Body Division. The remainder of the personnel will be taken over intact.

The number of branches will be extended to more than fifty, W. S. Knudsen, president and general manager, said in making the announcement, to assure national facilities for distributing the new product of the company. Martin-Parry will maintain its identity.

## A. B. P. Meets November 6

The semi-annual meeting of the Associated Business Papers will be held at the Hotel Commodore, New York, November 6 and 7. About eighty-five publishers are expected.



J. C. Bowman

## J. C. Bowman Directs Silver King Sales

Joseph C. Bowman, for ten years advertising manager of the Packard Electric Company and more recently an account executive with King & Wiley & Company, Inc., advertising agency of Cleveland, has been appointed sales manager of the Silver King Hydraulic Jack Company, there. The Silver King line will be distributed through the regular jobber dealer channels. A field sales force, now being developed, will be composed largely of manufacturers' agents.

Mr. Bowman was for two years a representative of the National Industrial Advertisers' Association on the advertising commission of the Associated Advertising Clubs of the World (now the Advertising Federation of America). He also served as head of the Advertising Association of Cleveland.

## Four A's Plan Series of Group Meetings

A series of group meetings on media, accounting and radio will be held this fall in various sections of the country, under the auspices of the American Association of Advertising Agencies. The New York, New England, Philadelphia, Western and Southern district councils will organize groups in each of these fields and meetings will be held the latter part of October or early in November.

The group meeting plan is intended to extend the benefits of the association work beyond the principals of member agencies.

## Walnut Growers Start Campaigns; Strategy Shifts with Brand

Advertising expenditures by the California Walnut Growers Association, Los Angeles, during the forthcoming year will be much higher in proportion to sales than the appropriation for last year, according to an announcement made this week. The increased investment in advertising is made possible largely through higher prices received for the crop, which was about two-thirds as heavy as last year.

Separate sales and advertising plans have been laid out for the Diamond and Emerald brands. Both brands will be individually branded on the shell—the Diamond to be advertised in women's magazines, posters and car cards, and the Emerald by radio. The Emerald broadcast will make no mention of the Diamond brand.

The campaigns, W. T. Webber, sales manager, explained, are designed to fit the market requirements of both. "Greater New York and its environs are essentially Diamond markets," he explained. "They use close to 25 per cent of the Diamond walnuts produced and practically no Emeralds. San Francisco is a strictly Diamond market, so far as the association's sales are concerned, as are also Chicago, Cleveland and other large cities.

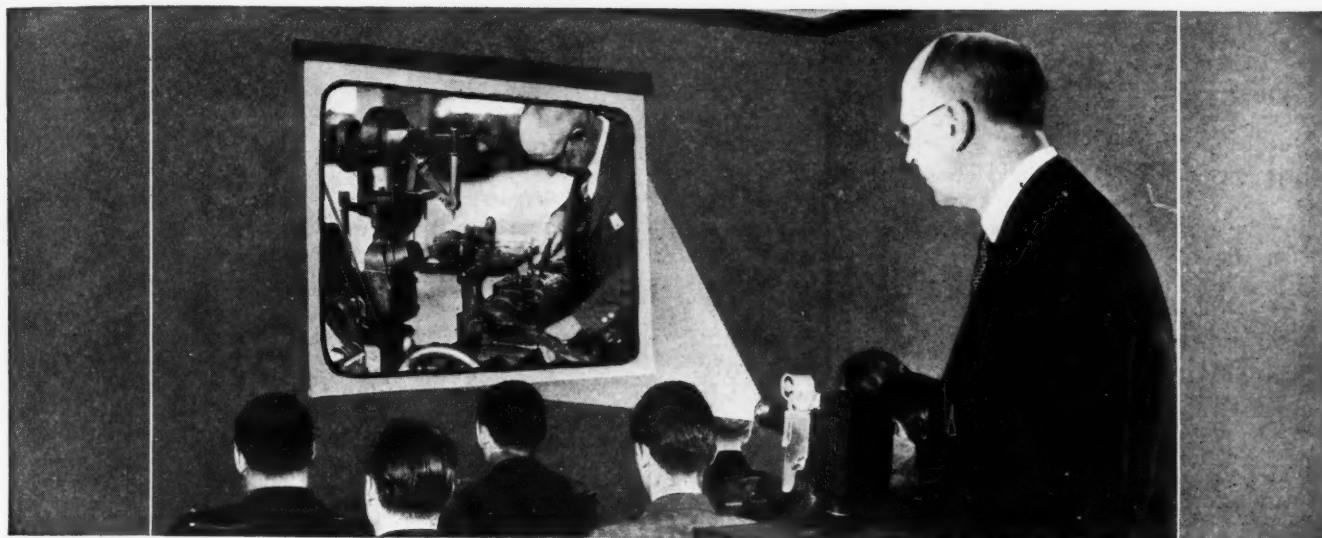
"On the other hand, the Los Angeles territory, which consumes more walnuts per capita than any other community in the country, uses Diamonds and Emeralds about equally. Such cities as Dallas, Fort Worth, Oklahoma City, Birmingham, Atlanta, St. Louis and certain smaller markets use Emeralds chiefly. It is in these cities that it is proposed to do the bulk of the Emerald advertising."

The 1930-31 campaign has opened with a series of broadcasts begun over KHJ, Los Angeles, featuring Emerald brand walnuts exclusively, the public being asked to look for the brand name, stamped in green ink on each walnut. No national hook-up is proposed for this campaign, but local radio stations in the strong Emerald markets will be used.

C. Thorpe, general manager of the association, estimates that the 1930 crop, soon to be harvested, will be 413,000 bags, only 70 per cent of 1929. Although the association expects to be sold out before the new crop is ready, Mr. Thorpe estimates that there are 50,000 bags of the 1929-1930 walnuts in the hands of the trade which will be distributed in competition with the new crop.



# Pictures tell the story CONVINCINGLY



*Every detail of your product is easily shown*

THE S.V.E. Picturol Projector is a sales aid used by hundreds of firms. It has stood the most severe tests in the field. It projects brilliant still pictures before your customers.

Entire sales talk with charts and illustrations can be put on a roll of safety film small enough for vest pocket. Branch offices can have identical sales helps.

Send for circular describing S.V.E. Picturol Projector in detail.

Same type of machine is made to run automatically. Pocket-size edition (S.V.E. Jam Handy Pocket Explainer) shows small pictures on counter or at prospect's desk.

Why not clip the coupon now?

SOCIETY FOR VISUAL EDUCATION, Inc.  
Dept. 2100, 327 S. LaSalle St., Chicago, Ill.

I would like to know more about S. V. E. machines, especially the manually operated S. V. E. Picturol Projector (S. V. E. Jam Handy Explainer) illustrated above.

Name .....Position .....

Company .....Address .....

City .....State .....

**S.V.E. SOCIETY FOR VISUAL EDUCATION, INC. S.V.E.**  
*Manufacturers, Producers and Distributors of Visual Aids*  
**327 SOUTH LASALLE STREET CHICAGO, ILLINOIS.**



# Grocery and Hardware Industries Outline Plans to End Slump

Associations representing two important American industries—the Associated Grocery Manufacturers of America and the American Hardware Manufacturers' Association—in annual convention at Atlantic City this week, outlined plans for meeting the obstacles which the depression and the development of new types of competition have brought.

In an address summarizing the work of his association in the last year George D. Olds, Jr., of Hills Brothers Company, new York, president of the Grocery Manufacturers, emphasized the fact that the automobile has displaced food as the largest American industry in the point of per capita expenditure. Mr. Olds pointed out that five years ago the average family expenditure for food was about \$51 a month. This year it will be reduced to about \$35.

A cooperative advertising program in which all groups of the hardware industry will participate was formally endorsed by the Hardware Manufacturers. This program will place before the consuming public the advantages of buying for quality and not for price, and of trading with the independent hardware dealer rather than the department store or mail-order house. The program will be under the auspices of the Hardware Council, membership in which consists of manufacturers, wholesalers and retailers.

Although definite plans have not been worked out, it is probable that a magazine campaign, financed primarily by manufacturers, will be tied in with the local newspaper campaign, financed by wholesalers and retailers. The first year's appropriation would probably be not more than \$50,000. An agency has not yet been selected. Several of the speakers before the conventions pointed out that this year's difficulties do not constitute a separate depression but are in reality a result of the tremendous increase in producing capacity developed by the emergencies of the World War.

Discounting to some extent the permanent effect of free deals, price-cutting and other "disrupting trade practices," Mr. Olds urged a broader viewpoint toward the entire economic situation. Pointing out that the cen-

sus of distribution in its preliminary returns "tended to show that the automotive industry has risen to first place in per capita expenditure, largely at the expense of the food industry, which now stands second," Mr. Olds urged members of his industry to get rid of the "illusion of permanence, the impression that nothing can supplant foods as an appeal to consumer want.

"An indicated decline of \$16 per month per family in food consumption can have restricted our market potential by over \$5,000,000,000, even allowing for population increase in five years. Though these preliminary figures may not give accurate results, nevertheless there is dark promise enough in them to account for all of our distribution ills at one blow.

"Consider what has brought this about—improvement in machine efficiency, comfort in motoring, economy, good roads, satisfaction of the wish for social recognition in beauty of car design. One could add other causes. But the inescapable fact behind all these causes is the power of development, especially in distribution, by an organized industry. Whatever may be its internal rivalries and disagreements, the automotive industry has worked shoulder to shoulder to exploit consumer purchasing power by adroit playing on his desires, in selling, in advertising, in editorial material, in a hundred subtle ways.

"Instead of 'sporting' the newest color in car bodies, wouldn't it be better to save that \$1,000 and invite a couple of friends to dinner or supper three or four times a month. The extra

cost will be not necessarily more than \$10 per month as against a new gown at several times that figure, new hats, new furs, new rugs, new radios at prices which make such a modest food increase look inconsiderable.

"The cheapest way to an old-fashioned sort of social éclat for great masses of people is through the food they serve. This does not necessarily, though it might easily, increase the total calory consumption; but it does, by increasing the quality of the food, add to the dollar volume of the food industry if properly directed. Even as negligible an increase as \$10 a month would mean three and one-third billion dollars a year to the industry."

In the sixty-five years, from 1849 to 1914, the value of American manufactures increase from \$1,000,000,000 to \$24,000,000,000, John E. Edgerton, president of the National Association of Manufactures, New York, told the Hardware Manufacturers. In the five years, from 1914 to 1919, the value rose from \$24,000,000,000 to \$62,000,000,000. Under the pressure of economic necessity America was called upon literally to supply the world—not only the allied armies but the citizenship of many countries. The war over, the channels of trade became congested and great surpluses followed.

"We have been struggling eleven years with this over-weight," Mr. Edgerton pointed out. "We have even been adding to some extent to it. The present depression, which I have reason to believe is now nearly over, was a direct result of these conditions. The evidences of depression have been eliminated. It can't be long before demand forces greater production." Mr. Edgerton advised the manufacturers that hand-to-mouth buying in many industries is already at an end. He advised them to be ready to meet promptly a sudden influx of orders. The Capper-Kelly "fair trade bill" was analyzed before both conventions—at the hardware meeting by Congressman Kelly, one of its authors, and at the grocery meeting by Charles Wesley Dunn, general counsel. Several representatives of other branches of the grocery industry also spoke.

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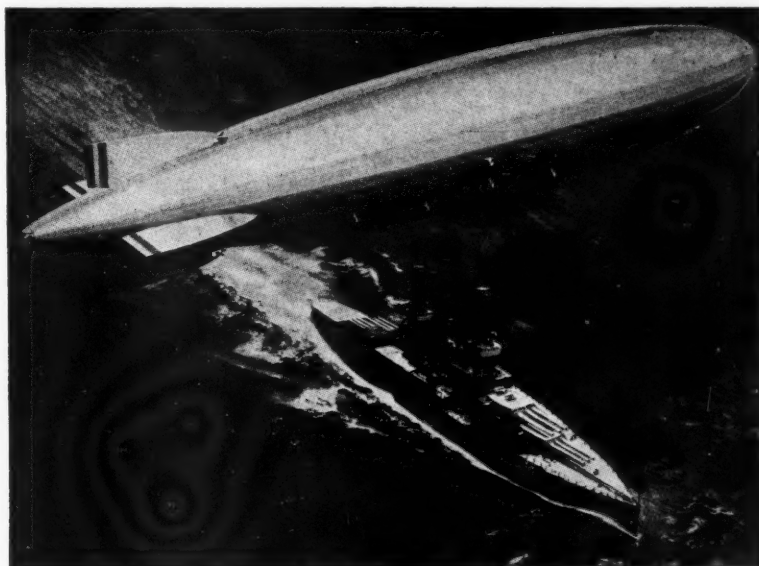
## *Fresh Air Taxicab to Do Extra Turn*

The prejudices of Amos against Madam Queen's brother-in-law will be aired to a few million additional listeners beginning Monday, October 27, when Amos 'n' Andy, Pepsodent radio stars, will begin performing three times nightly.

The only actual time change will be in the central and mountain zones.

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# Ohio's Second Industrial City Invites You!



*Composite photo compares size of new airship "Akron" with modern battleship.*

## WATCH FOR THE ZEPPELIN "AKRON"\*

**T**HE assessed value of Akron real estate for 1930 is \$299,026,980.

Area of Akron, 45 square miles; altitude, 1,180 feet; parks, 40 with 545 acres; church buildings, 130; hotels, 10 with 1,500 rooms; railroads, city is served by six railroads.

Akron's manufacturing plants paid out approximately \$90,000,000 in wages in 1929. This is in addition to the salary payroll.

In 1929 seventy-five thousand cars of finished products were shipped from Akron industrial plants.

The Goodyear Zeppelin hangars at the Municipal Airport comprise the world's largest airship factory and dock.

Akron's cereal mills are among the largest in the United States.

Akron has four modern, well-equipped hospitals.

Akron provides employment for 131,000 wage earners and salaried workers in its factories, mills, stores and other commercial organizations.

Akron has 50 public grade schools, 12 high schools and 11 parochial schools. The school enrollment is 56,647.

Population according to 1930 census, 256,653.

There are 53,000 water meters installed.

Akron has 40,336 telephones.

Total building permits, 1929, \$21,886,309.

Number of building permits, 1929, 6,147.

There are 546 miles of sewers.

Akron has 296 miles of paved streets.

Akron stands 35th in the United States in population.

Akron stands 5th in Ohio in population.

Total bank debits for 1929, \$1,433,000,000; assets of savings and loan companies, \$29,160,000; aggregate bank clearings, 1929, \$349,750,000.

Akron is 11th city in the United States and second in Ohio in industrial importance.

In June Akron stood 12th in the United States and second in Ohio in new buildings.

Automobile registration, 1929, 72,557. Post office receipts for 1929, \$1,810,010. Tons of freight in and out, 1929, 6,363,805.

Akron industries manufactured products in 1929 to the total of \$624,000,000. Twenty rubber factories employ 55,000. The daily average production of tires is 125,000. Crude rubber consumed yearly, amounts in tons, to 230,000.

*Cover This Important Area at One Cost*

## AKRON BEACON JOURNAL

*An Akron Institution—First in Ohio, Fourth in the Nation in Six Day Lineage*

**Representatives:**

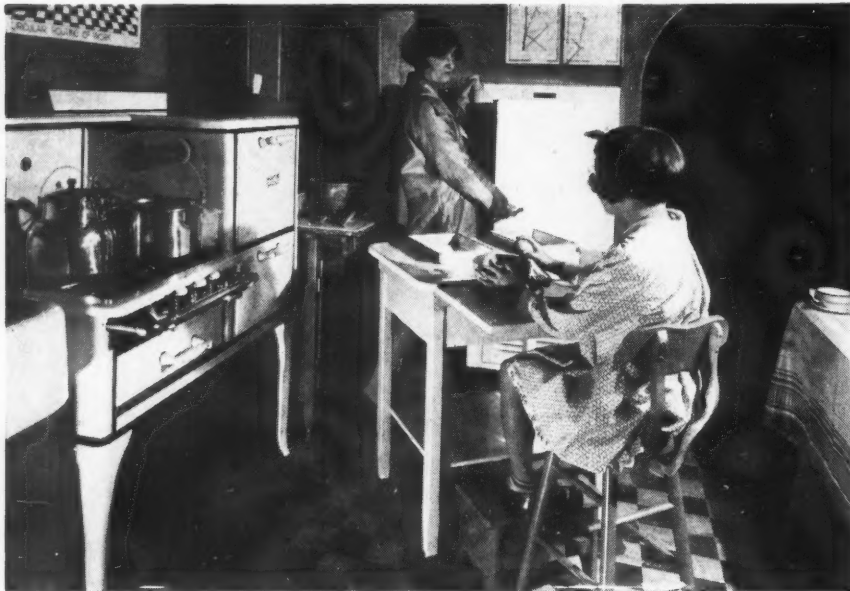
**Story, Brooks & Finley**

**Member**

**100,000 Group American Cities**

\*This gigantic airship "Akron" under construction in Akron, Ohio, to be larger than Graf Zeppelin. It is expected to make its maiden flight in the summer of 1931.





*The "kitchen practical" of the Brooklyn Borough Gas Company, demonstrated at the recent Exposition of Women's Arts and Industries, New York*

## Brooklyn Gas Company Creates Kitchen to "Fit" Housewife

A kitchen which "fits" the housewife, both physically and aesthetically, was shown recently at a joint booth of the Brooklyn Union Gas Company and the Brooklyn Borough Gas Company, at the Exposition of Women's Arts and Industries at the Hotel Astor, New York.

The experiment was intended to determine the reaction of the average housewife to scientific arrangement and harmonious coloring. While full results will not be available for some time, Jane Callaghan, consultant, Kitchen Planning Service of the Brooklyn Borough Gas Company, found that most of the women callers favor a color ensemble scheme, with the large background objects of the kitchen soft in tone and the more brilliant color accents in the smaller pieces of equipment.

The floor arrangement and juxtaposition of the kitchen equipment was planned by Lillian M. Gilbreth. Among other advantages the equipment of the kitchen is so placed as to save the housewife "steps." The color scheme of the model kitchen was worked out by the Taylor System, Inc., New York.

The Brooklyn Borough Gas Company plans this winter to aid, free of charge, housewives who purchase gas refrigerators, or ranges, in the planning of their kitchens. In order to secure statistical material that will help in the planning of the kitchen, the staff at the exhibition booth made measurements of callers at the booth to de-

termine the variations of correct table and chair heights. While it is expected to measure many more women than those who called at the booth, Miss Callaghan found that the most convenient working height of a table or other piece of kitchen equipment for most women was from thirty-three to thirty-five inches.

### Move Thermador Heater Headquarters West

Hoffman Specialty Company, Waterbury, Connecticut, has transferred the electrical division, handling its electric heater, Thermador, to Los Angeles, under the name of Hoffman Specialty Company of California, Ltd. A survey has developed the fact that electrical heating devices sell best on the west coast because of climatic conditions, where a mere morning and evening "chill"—easily dissipated by electric heating—is all that differentiates spring and autumn and summer. An advertising campaign has been started there under Edwin Bird Wilson, Inc. H. H. Daley, formerly sales manager for the Majestic Heater Company, San Francisco, is manager at Los Angeles.

### Handles Allen-A Exports

John A. Rose has been appointed export manager of the Allen-A Company, at Kenosha, Wisconsin, succeeding Gene Pesqueria, who has resigned to return to another field in Mexico. Mr. Rose has been with Nash Motors and Willys-Overland.

## G. M. Radio Dealers to Sell Frigidaires—and Vice Versa

To increase the year-round business of their dealers, the Frigidaire Corporation and General Motors Radio Corporation, subsidiaries of General Motors Corporation, have made a sales alliance under which the two products, in many instances, will be sold by the same dealers.

The announcement was made jointly this week by E. G. Beichler, president of Frigidaire, and R. J. Emmet, president of General Motors Radio.

"We are confident this arrangement will be of tremendous value to both dealer organizations, out of which will come in the future a much stronger merchandising organization, insuring increased dealer profits, more stabilized employment for both factory employe and salesman, and improved customer service," the executives said. Factory branches and Canadian distributors of the Kelvinator Corporation, Detroit, have begun to handle Bosch and Stromberg-Carlson radios, J. S. Sayre, sales manager, informed SALES MANAGEMENT this week.

Refrigerator sales are heaviest in the spring and summer, radio in the fall and winter. The new policies which, it is expected, other radio and mechanical refrigerator concerns will adopt, tend to stabilize business throughout the year.

The Grigsby - Grunow Company, Chicago, radio manufacturer, which recently organized the Majestic Household Utilities Corporation, has just placed a new refrigerator on the market.

### Appropriate \$42,233 to Boost Northwest

An advertising appropriation of \$42,233 will be spent next year to attract tourists to the Pacific Northwest, C. E. Johns of Seattle, secretary-treasurer of the Puget Sounders and British Columbians Associated, announced last week.

More than \$28,000 of this amount will be devoted to magazines and newspapers. The tentative budget requires assessments of \$11,600 from both Vancouver, British Columbia and Seattle; \$4,400 from Tacoma; \$2,200, Longview, Everett, Bellingham and Victoria, and \$500, Anacortes.

### Introduce Catarrh Remedy

Nokiter, a catarrh remedy, is now being introduced in a newspaper campaign on the West Coast by Nokiter Pharmacal Company, Pasadena.



## Account Changes

GENERAL OFFICE EQUIPMENT CORPORATION, New York City, (division of Underwood Elliott Fisher Company), Elliott Fisher bookkeeping machines and Sundstrand adding machines, to Marschalk and Pratt, Inc., there. Effective January 1, 1931.

FIRST NATIONAL STORES, chain of grocery stores in New England, to Richardson, Alley & Richards Company, Boston. New England newspapers.

PHOENIX HOSIERY COMPANY, Milwaukee, Wisconsin, to Edward H. Weiss Company, Chicago.

DRIPCO CORPORATION, New York, Dripco coffee maker and filter sheets, to Reimers & Whitehill, Inc., there.

JUNE DAYS, INC., Des Moines, Iowa, and Chatham, New Jersey, Famous Players hair preparations, to Howland, Oliphant & McIntyre, Inc., New York City.

COLIN B. KENNEDY CORPORATION, South Bend, Indiana, radios, to Advertising Service Company, Chicago. Newspapers, magazines, trade papers and direct mail.

BURPEE CAN SEALER COMPANY, Chicago, home can sealers and steam pressure cookers, to Hurja, Chase & Hooker, Inc., there. Farm papers and direct mail.

NIPPON YUSEN KAISHA (Japan Mail), New York City, transpacific steamship service, to the Caples Company, there.

THE SHOREHAM, hotel, and DODGE HOTEL, both of Washington, D. C., to Harry Latz, Inc., New York City. Newspapers magazines and radio for the former.

HOTEL ST. CHARLES, Atlantic City, New Jersey, to H. H. Levey, General Advertising, New York City.

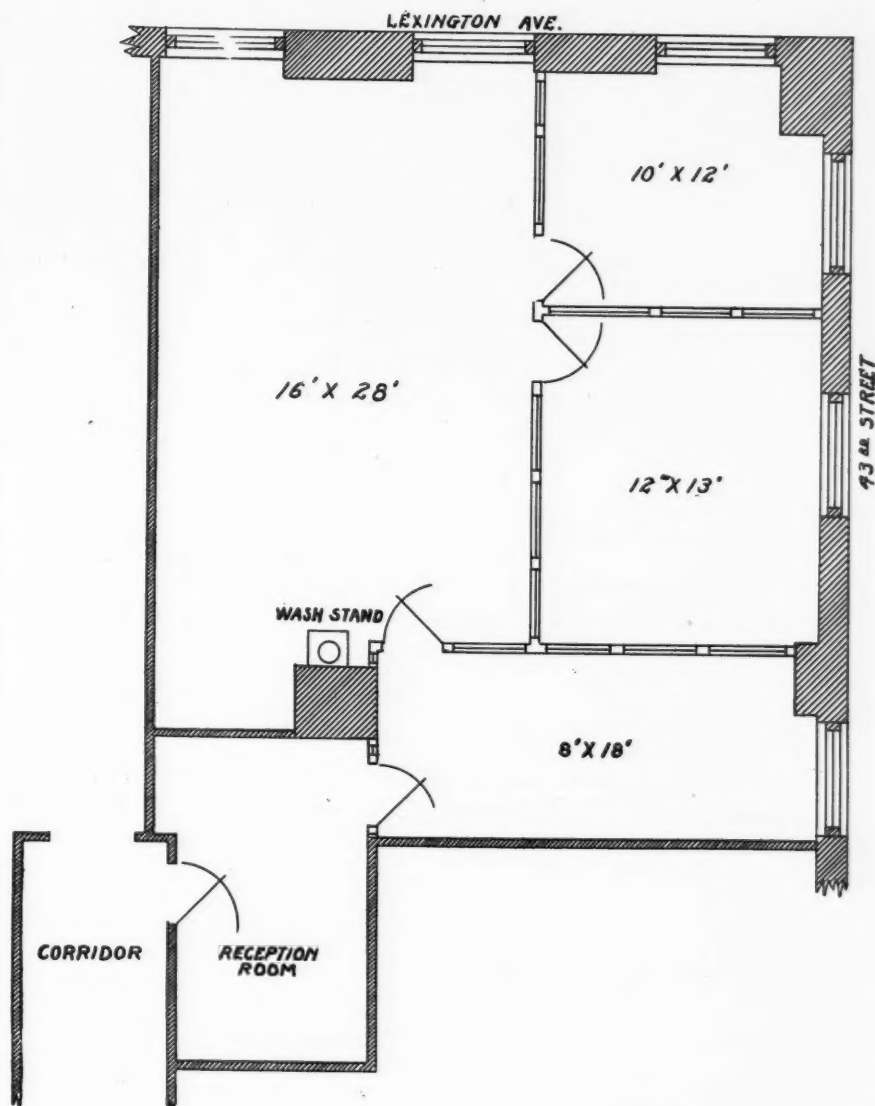
FIDALGO DRYING SYSTEMS, INC., New York, paper-making machinery, to P. F. O'Keefe Advertising Agency, Inc., there.

LYON VAN & STORAGE COMPANY, an organization with fourteen plants in California, to Logan & Stebbins, Los Angeles. Newspapers and posters.

## Penland, of Dallas, Heads Wholesale Druggists

James M. Penland of the Northwestern Drug Corporation, Dallas, was elected president of the National Wholesale Druggists' Association, whose convention at Chicago last week was reported in the October 18 issue of SALES MANAGEMENT. Harry M. Billmire, vice-president and sales director of Himiston Keeling & Company, Chicago, is first vice-president. Next year's convention will be at Atlantic City.

Everyone knows WHERE when you say "*The Graybar Building*"



This very desirable office suite will be available November first in the Graybar Building, 43rd Street and Lexington Avenue — the center of the Grand Central area.

If additional space is required arrangements can be made to take over part of adjacent suite. Alterations to suit tenant.

Write or call L. E. MURRAY

ROOM 400, GRAYBAR BUILDING, NEW YORK, N. Y.

Telephone Lexington 1760

## Correction

On page 273 of  
the Markets and  
Media number  
of Sales Manage-  
ment published  
September 27.

## The Inland Printer's

page rate was  
listed incor-  
rectly

The one time page  
rate is

**\$170.00**

Every issue  
page rate

**\$140.00**

*The*  
**Inland Printer**

330 S. Wells Street  
Chicago, Ill.

## Salvation the Textile Industry Has Found in Direct Selling

(Continued from page 129)

Wellington, Sears & Company, New York and Boston, one of the largest selling agents representing such a widely advertised product as Martex towels, believes that the selling agent fills an economic need in the textile industry. The opinion of this old and successful agent is, "A number of the larger mills have, during the past few years, made arrangements to sell their own goods direct to the trade rather than through commission houses as in the past. We do not see that this movement has in any way affected our own particular business and no such action is at present contemplated by any of the mills for whom we are selling agents.

### Offer Wide Distribution

"We offer our mills a large distribution over the entire country through branch offices in New York, Boston, Chicago, San Francisco, Philadelphia, Atlanta and New Orleans, and for export through what we consider a well-organized export department.

"In order for an individual mill to obtain service of this sort it seems to us that it would be necessary for them to set up a similar organization in each individual instance, which might readily be a duplication of effort and expense that would more than offset any contemplated saving. Also, in nearly all instances, we guarantee the proceeds of our sales to our mills, thereby doing away with the necessity of the individual mill maintaining a credit organization.

"Furthermore, in numerous instances, we endorse the paper of the mills for whom we are selling agents, thus assisting materially in obtaining low discount rates in their borrowings necessary for the purchase of raw material."

A large cotton textile manufacturer who sells his own finished product direct sees, at the same time, many virtues in the selling agent, particularly for the small manufacturer. He said: "There is no doubt that commission houses have performed a useful function, particularly for the smaller mills, some of which are dependent on their agents for their financing, and also there are some who are entirely dependent for their plans of merchandising, styling, etc."

Another well-known textile manu-  
facturer, who sells a nationally adver-

tised product direct, also sees a number of advantages in selling through commission houses. He said of the selling agent: "Small mills manufacturing finished goods are practically compelled to sell through agents representing other mills, thereby being enabled to maintain a more or less nation-wide distributing organization. Some small mills endeavor to market their own goods and have been successful during periods when the demand was good, but almost invariably when there was a slow up in business they found they had too few customers. A small mill derives many advantages from being represented by a first-class commission house, particularly if the house represents other mills making non-competing but kindred merchandise. For instance, a mill making bedspreads, another making sheets, another blankets and perhaps others making household textiles could derive considerable advantage from association in one commission house where the aggregate commissions would make possible a sales representation impossible for the individual mills to obtain."

### Years of Experience

An authority in the textile field maintains, "The majority of mills either cannot afford to have a selling organization of their own or have no one with sufficient knowledge of merchandising to make a successful job of it. Commission houses or selling agents operate a specialized business based on many years of experience."

Considering the services of the commission house to the textile manufacturer and the close financial relation (in many cases the selling agent owns certain of the mills he represents or is a mill executive), the movement toward direct selling in the textile industry naturally will be slow.

The small textile mill which has for years permitted its selling agent to bury its identity so that it is unknown to the trade is confronted with a long and expensive task to establish its own distribution. The mill whose product is unknown to the consumer, which has never carried its name through the trade to the ultimate point of consumption by means of a mill brand, consistently and efficiently promoted until wide acceptance has been gained, is faced with a stupendous problem in undertaking direct sale methods.

But those textile manufacturers who have made consumer contacts by branding and promoting their product, often in conjunction with their selling agents; who have styled their lines; put new methods and ideas into their selling and sold their organization and product to the trade and consumer, are ready to undertake direct selling with its many obvious, profitable advantages. It is clearly no problem for Wamsutta Mills or Nashua Manufacturing Company to engage in direct selling, for their products have been long and favorably known to the consumer and the trade. Their consistent and forceful advertising has made it possible for these progressive organizations to participate in the advantages of direct marketing. Years ago they laid the foundation by sound merchandising and consumer contact, now they are taking advantage of their foresight.

### Many Tied to Their Agents

A majority of manufacturers in the textile industry could not, if they wished, dispense with selling agents because they have been content to leave their selling in the hands of an agent who was too often indifferent to the interests of his principal. Such selling agents scorned advertising and opposed modern merchandising developments, and if their principals failed, simply turned to a competing manufacturer, continuing in passive indifference to the needs of the ultimate consumer.

Unfortunately, only a few selling agents have been a party to the few successful merchandising accomplishments of textile manufacturers. However, the advertising now being run by the Dwight Manufacturing Company on Dwight Anchor sheets and pillow cases through the cooperation of its selling agents, Minot, Hooper & Company, illustrates what manufacturers and agents can accomplish in constructive demand creation. The current national advertising of Pequot sheets and pillow cases by the Naumkeag Steam Cotton Company in cooperation with its selling agents, Parker, Wilder & Company, and Martex towels through the cooperation of the commission house of Wellington, Sears & Company are further evidences that some selling agents realize the value of advertising in establishing brand preference. Such selling houses as these, who have carried the names of their mills through to the ultimate point of consumption, forcing the trade and consumer to pay good prices for good merchandise, will not suffer from the trend toward

direct selling. But those agents who have made no effort to maintain fair prices for their mills, who have not protected their mills against unjust complaints nor recognized the necessity for their mills to make a profit, are passing rapidly.

Direct selling is not entirely a new development in the textile industry, as mills which manufacture what is known in the trade as "grey goods," that is, not bleached, dyed or finished, such as sheetings, print cloths, drills, yarns, have long sold their product direct. Such unfinished textiles as yarn and "grey goods" are so standard that they can be sold on count or description and many sales are made by mail, telegraph or telephone. Accordingly, many small mills making unfinished textiles can readily dispense with commission agents and have for many years. On the other hand, finished textiles must be sold by samples and present a selling problem quite different and more difficult.

Through direct selling contact with the distributor, the textile industry is discovering that many items, styles and sizes are not wanted and is learning what the consumer wants and how he wants it. Textile manufacturers, through direct selling, are learning the influence of style, the effect of new inventions and other products on their markets. Change takes place rapidly in such lines as textiles and many mills which have been trying to fight styles are now learning what consumers are thinking and are keeping ahead of them.

### Conditions Are Improving

Depressed price levels are rising through the new marketing point of view gained by contact with distributors, and the obstructive customs, habits, notions and taboos born of isolation from selling problems are disappearing with the birth of a new selling method and interest in distribution. Capable young men who have heretofore rejected the textile industry as an unpromising business opportunity are being attracted to the industry.

Long skilled in production, the textile industry is also applying the scientific laws of production to the solution of its distribution problems. The Callaway Mills spent four years studying consumer requirements for an industrial specialty, experimenting with materials and locating the most direct channel to the consumer. Such application of scientific methods to distribution is further evidence of the awakening of the textile industry to the problems of marketing.

## THE BANKER IS IN YOUR PICTURE!



## He Lends Money —Directs Industry

Every banker in every community is a guardian of the great international faith known as CREDIT—a faith founded on both confidence in men and confidence in American institutions.

Manufacturers request a loan . . . . The banker listens, studies the plan carefully—says "yes." Immediately dynamos hum, chimneys belch smoke, pay envelopes bulge and the town prospers!

By lending money the banker directs Industry—develops good business. But the banker of today is *more* than a banker. He is, *himself*, the owner and the director of 50,000 businesses. He is a dominant factor in every advertising and selling program.

\* \* \*

Let one of the men listed below tell you more about the banker and how he may be reached.

Alden B. Baxter, Adv. Mgr. . . . New York  
J. Howard Snow . . . . . New York  
Charles H. Ravell, 332 So. La Salle St., Chicago  
Cupit & Birch, Los Angeles and San Francisco

**AMERICAN BANKERS**  
Association  
**JOURNAL**

110 E. 42nd STREET NEW YORK CITY  
Edited by James E. Clark



## These Sales Kits Saved Many a Slipping Order

(Continued from page 131)

page almost instantly without disturbing the others and preventing pages from tearing out of the binder.

These sales kits are about twelve by fourteen inches and, when filled, are two or three inches thick. They contain seventy to seventy-five stiff pages on which exhibits are mounted, besides the loose material in the pockets. Photographs of uniform size are now used and are mounted by slipping them in leather corners glued to the page, making them readily exchangeable, instead of being pasted in as formerly.

All the material is eminently practical and both Mr. Towne and Mr. Stine agreed that they think this is the chief reason why their kits won the awards. Some submitted at the conventions, they said, were much more ornate, but they usually contained a great deal of extraneous material. A common fault was the inclusion of a great deal of material about the company. Judson Bradway sales kits contain no glorification of the company; they are devoted entirely to the real estate which the company has for sale or lease and their one purpose is to aid the salesman in putting over his story to the prospect.

### Equal to Right Arm

"We began using sales kits long before any of us ever thought of entering any contest," Mr. Towne pointed out. "I consider a sales kit of some kind practically indispensable. If I were given the choice of working without a sales kit or without my right arm, it would be hard for me to decide which I could best do without."

"A sales kit is what the term implies; it is a whole kit of tools. In a convenient binder I have all the information any prospect is likely to desire and, in addition, I have a large assortment of photographs and other exhibits which are invaluable in arousing interest, informing my prospects, and leading them to desire the property I have for sale."

"It is not at all uncommon for Judson Bradway salesmen to make a sale totaling many thousands of dollars without even taking the prospect out to see the property. Recently I called on a prospect on Saturday night, went through my kit with him,

and sold him two lots at \$2,750 each. I made a \$5,500 sale without even showing the goods! Of course my prospect knew something of the Bloomfield Hills property we are selling and I was able to show him all he needed to know about these particular lots from my sales kit."

"Another of our salesmen had a prospect for a parcel listed at \$16,750 and it so happened that I had some photographs of that property which I had taken myself, as I frequently do. He told me he was going out to call on this prospect and I suggested that he take my photographs along. He showed the prospect the photographs, got his interest and left some of the views with him. He made the sale and he attributed his success largely to these photographs."

### Aids Salesman's Memory

"It is impossible to remember all the facts concerning a large number of properties. Prospects are likely to ask questions which might embarrass the salesman who doesn't have all such information conveniently at hand. It is seldom indeed that a prospect asks a question about our property that we can't answer promptly."

"Of course, a sales kit should be used with discretion, particularly at a time like this. In previous years we carried voluminous material openly all the time, but now we sometimes find it advisable to leave the big sales kit in the car and approach a prospect with only a few exhibits in our pocket. He is likely to become scared if he sees a stranger approaching with a sales kit under his arm. For this reason I sometimes just slip a few photographs or other exhibits loose in my pocket and use these until I get the prospect warmed up, then I remark that I have other interesting material in my car and step out and get the complete kit."

Asked to give some examples of sales he has made with the aid of his kit, Mr. Stine said he doesn't make any without it. Like Mr. Towne, he may leave his kit out of sight when approaching a prospect for the first time, but the kit is sure to come into play before the transaction is completed.

"Here's a sale I probably wouldn't have made for a couple of years without a kit," he said. "I called on a

prospect who intended to buy eventually, but who intended to wait about two years, thinking he wasn't ready yet. I told him I had something interesting to show him and proceeded to bring the sales kit into play, with the result that he became so interested he bought a parcel of 1.37 acres for \$4,650 right then."

The brokerage department also uses sales kits and F. A. DeBoos, sales manager, said his salesmen wouldn't think of doing without them. They are engaged chiefly in selling residences and their kits are made up for the most part of photographs and listing slips.

In the industrial department, Franklin Edwards, sales manager, also finds sales kits indispensable. His salesmen have two kits, one for the east side, one for the west side, in which they carry photographs, statistics and data of every industrial building offered for sale or lease. These are grouped as to size and kind of buildings also, making it more convenient to turn readily to the kind of building in which the prospect is interested.

Both here and in the brokerage department salesmen made the point that photographs save them incalculable time which otherwise would be devoted to driving around with prospects to look at properties in different parts of the city until they found what they were looking for.

## Swanky Container Broke Competitive Market

(Continued from page 132)

bottle of Canada Dry Ginger Ale has been imitated by hundreds of bottlers; but not one has ever produced a beverage or a package that has offered serious competition to the original.

With the orange beverage, Canada Dry got as far away as possible from all of the conventional packages on the market. The company spared neither expense nor trouble to create a package that is distinctive, individual, strongly suggestive of the product and artistically beautiful. The new drink entered a rather highly competitive field and, although it is of the best possible quality, it is safe to say that the beverage would have required months, perhaps several years, of merchandising to place it in the position with the trade it attained almost overnight, if it had been packaged conventionally. The experience is one of the most illuminating yet recorded of the advantages following the proper and distinctive packaging of quality merchandise.

## Three Ways We Stepped Up Returns on Direct Mail

(Continued from page 134)

Similar individualized folders are directed to general food dealers, florists and restaurateurs, all emphasizing the importance of displaying goods that are fresh and attractive and of eliminating the great waste due to spoilage. Each is interestingly illustrated by reproduced human-interest photographs of interiors of typical stores in that line which are equipped with Kelvinator refrigeration.

The individualized folder to grocers bears the intriguing title, "At 10 P. M. Saturday You Will Know." Opening the folder, the prospect reads on: "Your loss from unrefrigerated perishables—vegetables, fruits, etc.—multiply this by fifty-two weeks in the year—now add lost customers and the inconvenience and higher operating cost of old refrigeration methods. 'And then—' turn the page and, 'Consider Kelvinator.'"

### For the Restaurateur

That to restaurateurs may also arouse curiosity: "On the hottest days." Two features of this piece are the richly colored illustrations and the mammoth cut of a waiter bearing a tray of iced foods.

That to the florists tells of "An investment for the florist that quickly repays its cost."

These individualized pieces are designed to be mailed to prospects to reach them on the day of or the day before the salesman's call.

There is also an individualized booklet for each of the four groups which the salesman is to leave with them when he calls. These get right down to fundamentals and present facts and figures on Kelvinator refrigeration as applied to those particular lines of business. They also present numerous reproductions of photographs of interiors of Kelvinator-equipped stores in those fields, together with reproductions of testimonial letters from users.

While this direct mail material is all of high quality in every respect, and while it rounds out what we consider a well-balanced program of advertising and sales promotion, it certainly would not have met with such favor on the part of our dealers had we not gone to considerable pains and effort to tell them how to use it to the best advantage and to get them to use it at all.

We started in to promote the 1930 campaign late in 1929, when we sent out a thirty-two-page portfolio entitled "Making more money selling Kelvinator commercial refrigeration in 1930." Approximately half of this portfolio was devoted to the 1930 direct mail campaign on commercial refrigeration.

We took nothing for granted. Plans and methods that are elementary and commonplace in the advertising profession may be quite unfamiliar to the dealer who has never used direct mail. We assumed that the dealers didn't know anything about it and proceeded to tell them all the steps to take and the things to do, from developing a mailing list to following up the mailings with personal calls.

We also pictured and described each of the four direct mail campaigns, devoting two pages to each.

Not content with this, we sent out special bulletins and letters on the subject, addressing them personally to dealers and commercial salesmen and sending them separate from the routine mailings to dealers. With every mailing we enclosed an order blank at the top of which was a big red "Yes!" followed by the agreement, "We'll start a Kelvinator commercial campaign."

### Salesmen Sell Advertising

Finally, our district sales managers in their calls on dealers urged them to take advantage of this inexpensive and effective means of starting prospects to thinking about Kelvinator commercial refrigeration, bringing in inquiries, and paving the way for their commercial salesmen.

All mailing pieces were sold in sets of three, with a vocational booklet to be left by the salesman. All pieces were, of course, imprinted and accompanied by return post cards imprinted with the dealer's name and address.

Either of the campaigns can be used at any time, but dealers are advised to take advantage of such seasonal opportunities or others as they can. They are privileged to order one campaign at a time or all of them at once, as they like, but they are advised to send out the mailings only as fast as their commercial salesmen can follow them up with personal calls.

The material is sold to dealers at somewhat less than actual cost.

## CINCINNATI IS OHIO'S GREATEST WHOLESALE (HOUSE) CENTER

CINCINNATI is an important cog in the wheel of national distribution. Its wholesale houses serve a large area, and according to the market data handbook of the United States, issued by the Department of Domestic Distribution, Hamilton County, in which Cincinnati is the only metropolitan center, leads all counties of Ohio in number of wholesale houses. 8.61% more than the second county in number of wholesale houses.

The wholesale trade in Cincinnati can be reached most effectively through the Times-Star. It reaches daily more merchants, executives, professional men and manufacturers, as well as other occupational groupings, than any other Cincinnati paper.

*The Times-Star alone gives adequate coverage of the wealthy Cincinnati market.*

## The Cincinnati Times-Star

"THE KEY TO THE CITY"

*Eastern Representative*  
MARTIN L. MARSH  
60 E. 42nd Street,  
New York City, N. Y.

*Western Representative*  
KELLOGG M. PATTERSON  
333 N. Michigan Avenue,  
Chicago, Illinois



## Editorials

**S**ALES TAXES: Common report has it that sales tax legislation is likely to come up this winter in a number of state legislatures. The movement is active especially in the south. The original impulse grew out of anti-chain sentiment, the idea being to help the independent dealers by handicapping the mass-selling stores. The Kentucky law accomplishes this by means of a steeply graduated sales tax that hits the department stores as hard as it hits the chains. In North Carolina there is a straight tax per store, one store being exempt. Lately a new incentive to sales taxes has been found in the need of more public revenues. . . . Whatever the reason for such taxation, its consideration at this time is ill advised. Whether we take the position that business troubles are due to overproduction or underconsumption, it is obvious that anything which adds to costs of distribution is obstructive. There may have been a time when a considerable number of people labored under the delusion that taxes weigh down the shoulders on which the burden is placed in the first instance. But that fallacy no longer passes muster. Any sales tax, large or small, discriminatory or otherwise, must be paid by the actual consumer of goods. In other words, it must operate to increase retail prices.

**T**HE PRIZES OF ADVERSITY: Periods of adversity offer unusual opportunities for relative gains to business men who possess vision and courage. This phase of such conditions as now prevail, obvious as it is when subjected to examination, escapes attention in many quarters for two reasons. Where experience is lacking slackening of demand and falling prices beget caution verging on timidity; the immediate impulse is to conserve resources as much as possible while awaiting a more favorable state of affairs. In other cases the policy of lying low till the storm passes arises from a mistaken sense of shrewdness that has its origin in the belief that at such times all counsels which urge progressive action are based on shallow optimism or else on dishonest attempts to encourage the other fellow to waste his substance foolishly in trying to stem the adverse current. . . . But the history of trade shows that this reasoning is fallacious. Business enterprises that have emerged from the rank and file have generally gained most ground over their competitors in times that were considered bad. Instead of being daunted by untoward circumstances, they have found in them reasons for increased study of the facts with a view, not to holding back, but to pressing

forward on sound lines. Far from holding back because their rivals were inclined to retreat in dismay, they were encouraged by the weakness of others to use their strength to the uttermost. They had observed that in the race to success general adversity, by diminishing the number of stout contenders, increased their chances for leadership more than general prosperity, quickener of the veriest laggard. . . . On this theme Dr. Paul H. Nystrom, professor of marketing at Columbia University, has some interesting things to say. Speaking particularly of retail stores, he calls attention to the progress made in periods of business depression and consumer unrest by such establishments as Marshall Field & Company, John Wanamaker, the Jordan-Marsh Company, and Carson, Pirie, Scott & Company. Dr. Nystrom's advice to those who would now profit by their example is to meet the necessities of the consumer rather than to preserve the status quo until the consumer is able once more to climb for what he wants.

**A** NEW STANDARD OF BUYING POWER: The practical meaning to business of the prevailing unemployment and wage cuts is seen in the result of a study made by Standard Statistics. Counting the diminished number of persons now at work and the decline in wages of those now employed, it is estimated that the income of labor outside the fields of agriculture and public service is nearly \$9,000,000,000 less for the current twelve months than it was in the preceding twelve months. The actual figures are as follows: Present employment, 22,635,095, compared with 26,376,762 a year ago; wages, \$35,754,000,000, compared with \$44,607,000,000; average wages per capita, \$1,580, compared with \$1,700. . . . This is undoubtedly something like a correct statement of the facts. On its face it is not very encouraging. But in view of price conditions it is not so bad. While labor's income is down the buying power of the dollar is up. This tends to cut actual costs of production. The effect is already noticeable in reduced prices of food and clothing. It is not yet fully apparent in such items as housing and fuel, and a good many others. When the readjustment is completed, especially in retail prices, we shall stand on a solid footing upon which the march forward can be resumed. No small part of the difficulties which have confronted us in the last year or more has been due to our failure to realize the inevitable subsidence in prices following the war inflation. The sooner we accommodate ourselves to the new buying power of the dollar, the sooner we shall arrive at stable conditions.





FOR the woman shopper who is urged to buy an unknown substitute, here is a new version of the old roadside warning: STOP, LOOK and BEWARE OF SUBSTITUTES!

You, like most modern women, know before you start out shopping, what brands you want at the druggist's, the hardware man's, the grocer's. And you know *why* you want them.

You know these articles have invited the pitiless glare of publicity by advertising in magazines and newspapers.

You have learned by experience that the advertised brand is trustworthy. You know its qualities and its value are as represented.

The companies which make these products are proud to put their

names on them, so that you may know you can get the same quality every time you buy. Their success depends solely on your *continued* good will.

When you ask for a certain branded article and someone tries to sell you something else "just as good," there is a reason for it.

In most cases, you are offered a substitute because someone expects to profit more by the sale than he would by supplying what you know and want.

Why accept an unknown substitute? If it is "just as good," why isn't it just as prominent?

Why have its makers not put its merits in print? Who makes it and why such anxiety to sell it to you instead of what you asked for?

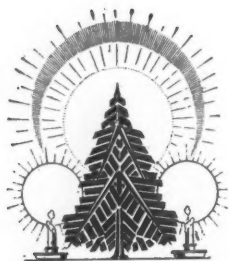
Most modern women will ask such questions, but there are still many who are beguiled by the suave sales-talk of the substituter.

That is why PICTORIAL REVIEW, a great woman's magazine enjoying the confidence of more than two and a half million families, is undertaking to sound this note of warning.

PICTORIAL REVIEW, as do other publishers, assures itself of the truth of advertisers' statements before printing them.

Both in the cause of fair play and in your own self-interest, shun the substitute; stick to the advertised article.

**❏ Refuse substitutes; buy the advertised brand every time!**



**CHRISTMAS** always brings renewed buying activity. The word itself suggests hope and promise for the future.

**WOMEN** consider Christmas buying essential for the happiness of others, and for their own self esteem.

**YOU** can tell them about your useful and beautiful products in the national official magazine of the Y. W. C. A.

## The Womans Press

For information write or telephone

HELEN B. LEAVENS, Advertising Manager

New York, New York

600 Lexington Avenue

Plaza 4700

"AN ADDRESS OF DISTINCTION"



### Special Advantages for "Big Game" Visitors

FANS visiting Chicago for the big football games will find THE DRAKE location unusually convenient. All playing fields are easily reached. After the game . . . there's gaiety . . . or quiet . . . as you prefer. A smart Supper Dance . . . the rhythmic tunes of a famed Orchestra. No rate advance. Rooms begin at \$5 per day.

**THE  
DRAKE  
HOTEL, CHICAGO**  
*Under Blackstone Management*

## Finding Good Salesmen Is a Selling Job

(Continued from page 127)

When, because of conditions, advertising does not bring a sufficient number of applicants, we resort to many other ways of securing salesmen.

A few years ago, when we were young in the field and salesmen were scarce, I hired many capable men from among those who called to sell me something. I would listen to their story, studying them all the while, then when they had finished, if I was favorably impressed with them, I would begin questioning them about their earnings and would suggest that with equal effort they could earn a great deal more selling oil burners.

For example, a salesman came out to sell us a gasoline contract for our service cars and we contracted for 40,000 gallons of gas. Then I said to him, in effect: "By the way, Mr. Jones, this is a rather personal question, but I've just been wondering about how much you can make in your present position?"

### More Money in Oil Burners

He replied that he sometimes earned as high as \$65 a week, but further questioning revealed that his average was about \$50.

"Good heavens, man!" I exclaimed. "Is that all you can earn? Here you have just sold us 40,000 gallons of gas and you get only \$50 a week for making such sales! Why, do you know what you could earn if you put an equal amount of effort into selling oil burners?"

Then I hesitated and said: "But I mustn't take too much of your time. I was just interested in comparing rates paid in different lines."

But his interest was aroused and he began to question me. He wanted to know how much he could earn selling oil burners and I told him if he made only six sales a month he would earn a great deal more than he was earning. He has been selling oil burners ever since.

Almost everyone is interested in comparing his work and earnings with other available positions and we have obtained many good men in this way. Our branch managers still use the plan.

Two years ago I sent a bulletin to branch managers suggesting that they send a letter to owners, asking them to recommend prospective salesmen, but the branch managers did nothing

about it. Just recently I received a letter from an insurance company, asking me to suggest prospective salesmen for them. I incorporated that letter in a bulletin and again advised our branch managers to employ this method when they needed salesmen.

One branch manager sent that letter to seventy-five owners. Fifteen replied, nine applicants came in, he hired four of them and all are making good.

This plan is particularly good at present, when prominent people are being asked to help find employment for many capable men.

Our supervisors are instructed to get acquainted with salesmen in other lines whom they meet in the field, hand them a card, and invite them to drop in at the office some time. Just a few words: "What are you selling?" "Washing machines, eh?" "How they going?" "Not so good?" "I'm selling Timken oil burners. Business is good with us—53 per cent ahead of last year. Here's my card; drop in and see use some time." The washing machine salesman may drop in and become a good oil burner man.

### When We Lose a Sale

Sometimes we lose a sale because our prospect bought an electric refrigerator or a radio or a player-piano or something else and had no money left with which to buy an oil burner. In that case we like to get acquainted with the other salesman and find out why he was able to get the business and we were not. Perhaps he would do even better selling oil burners.

One of our branch managers in a suburban territory near a big city was sobbing because he couldn't get salesmen. They all wanted to work in the big city. I finally suggested to him that he go into retail stores, test clerks and undertake to interest those who impressed him favorably in much the same way I used in interesting the gasoline salesman and others. He did so and has since had no trouble getting all the salesmen he needs.

In interviewing applicants, we follow the same lines as in our advertising for salesmen; if they have the desired qualifications, we undertake to sell them on the company, the product, the market, the sales assistance, the permanence of the position, the earning possibilities and the terms.



## Will Build a Separate Dealer Organization for New Mathis Car

A separate dealer organization will be effected to handle the sale of cars to be manufactured, beginning about December 1, by American Mathis, Inc., which is affiliated with Durant Motors, Inc., SALES MANAGEMENT was informed this week. William C. Durant, president of Durant Motors and a former head of General Motors Corporation, has signed a contract with E. E. C. Mathis, French motor car manufacturer, to produce up to 100,000 of these small cars here annually. "It is probable that many Durant dealers will also handle Mathis," this executive said, "but present dealers of other manufacturers—usually of higher-priced cars—may also add the Mathis line."

Although definite plans for the American models have not yet been worked out, they will be sold in the same price class as the British Austin, an American "version" of which was introduced this year.

The Durant and American Mathis advertising will be placed by Robinson-Tiffany of New York.

## Associated Oil Launches Football Sales Contest

With each new pump being counted as a touchdown, or six points, and each new gasoline and motor oil sale a field goal of three points, the Associated Oil Company, San Francisco, has just inaugurated a "Coast Conference Football Sales Schedule."

Each of the company's nine coast districts constitutes a team, with distributors in Southern California forming another, to make ten in all. A "game" constitutes matching the sales efforts of one team against another for a one-week period.

P. E. Allan, sales manager, is referee and B. I. Graves, general sales manager, "czar" of the conference.

## "Klenzit" Already Registered

An item in the September 27 issue of SALES MANAGEMENT mentioned a new soap powder made from rice hulls, to be introduced by the Klenzit Laboratory of Sacramento, California. J. Stuart Freeman, consultant in patents and trade marks, Philadelphia, advises that the "word 'Klenzit' comprises a trade-mark or trade-name which is the property of the Klen-Zit Company, Philadelphia, and that this company has registered this name in the Patent Office on September 2, 1930, registration number 274,596, having used the name since 1923." The Klen-Zit Company makes a cleaner for general use.

## PEORIA FACTS for Space Buyers

1929 J-T Total Adv. ....	12,720,009 lines
1929 2nd Peoria Paper Total Adv. ....	11,784,199 lines
1929 J-T Natl. Adv. ....	2,291,726 lines
1929 2nd Peoria Paper Natl. Adv. ....	2,064,334 lines
1929 J-T Local Adv. ....	8,587,918 lines
1929 2nd Peoria Paper Local Adv. ....	7,955,946 lines

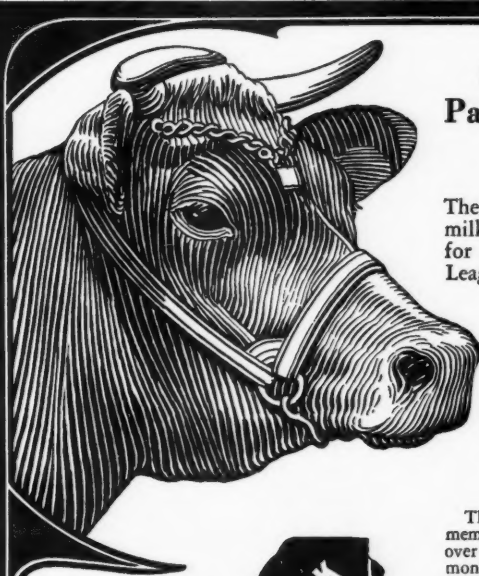
Homes in Peoria (1930 census) ....	23,374
J-T City Circulation (Net Paid) ....	20,633
2nd Peoria Paper City Circulation ....	15,987

Homes in Pekin (1930 census) ....	3,577
J-T Pekin Circulation (Net Paid) ....	3,325
2nd Peoria Paper Pekin Circulation ....	1,624

## THE PEORIA JOURNAL-TRANSCRIPT

PEORIA, ILL.

Chas. H. Eddy Co., Nat'l Repr. :: Chicago, New York, Boston



## \$2,500,000 Yearly Paid to Truck Owners

by Dairymen's League  
Cooperative Assn., Inc.

The monthly checks to owners of the milk trucks which gather the milk for marketing through Dairymen's League plants total about \$2,500,000 every year. Much of this money is again spent for gasoline, tires and replacement of trucks.

This is one reason why two of the largest manufacturers of light trucks have used generous space in the Dairymen's League News.

The Association also mails checks to members for milk received, totaling well over \$70,000,000 a year. Much of this money is spent for products advertised in the Dairymen's League News. Through no other single medium can you secure intensive coverage of the dairy farms in the New York City Milk Shed. Place this farmer-owned dairy paper on your next schedule and check results.

Write for Sample Copy and Rate Card

## DAIRYMEN'S League NEWS

"THE DAIRY PAPER OF THE  
NEW YORK CITY MILK SHED"



This Map Shows  
"The New York  
City Milk Shed"

NEW YORK CHICAGO  
11 W. 42nd St. 10 S. La Salle St.  
R.L. Culver, Bus. Mgr. John D. Ross  
Phone: Pennsylvania 4760 Phone: State 3652



## Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1930	Year 1929
Aug. 2 ... 78	Aug. 3 .... 136
Aug. 9 ... 90	Aug. 10 ... 129
Aug. 16 ... 88	Aug. 17 ... 137
Aug. 23 ... 89	Aug. 24 ... 135
Aug. 30 ... 89	Aug. 31 ... 138
Sept. 6 .... 88	Sept. 7 .... 139
Sept. 13 ... 89	Sept. 14 ... 142
Sept. 20 ... 87	Sept. 21 ... 140
Sept. 27 ... 87	Sept. 29 ... 137
Oct. 4 .... 79	Oct. 5 .... 143
Oct. 11 ... 86	Oct. 12 ... 142
Oct. 18 ... 82	Oct. 19 ... 143

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity is based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

## Rayon Industry Expands 54 Per Cent in 3 Years

Total shipments of rayon last year amounted to 116,492,554 pounds, valued at \$140,811,345, an increase of 54.2 per cent in quantity and 32.3 per cent in value, as compared with 75,555,439 pounds, valued at \$106,468,752 in 1927. LeVerne Beals, chief statistician for manufacturers, announced this week in summarizing returns from that industry in the current Census of Manufactures.

The number of establishments engaged wholly or principally in the manufacture of rayon yarn and allied products increased from nineteen to twenty-eight between 1927 and 1929. The twenty-eight manufacturers gave employment to 38,928 wage-earners and paid \$44,704,134 in wages, as compared with 26,341 wage-earners employed and \$28,649,441 paid in wages by the nineteen manufacturers reporting for 1927.

## Personal Service and Supplies

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Cash Basis Only. Remittance Must Accompany Order.

### POSITION WANTED

SALES PROMOTION:—HERE IS A RARE opportunity for a progressive concern to secure services, aggressive young man with record achievement. Age 27; married; university education. Experience, copywriter, layout, correspondent. Executive ability. Employed at present; available two weeks' notice. Address Box 261, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

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\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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